

RETENTION OF JUNIOR OFFICERS IN THE  
SURFACE NAVY

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## THESIS

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IN THE SURFACE NAVY

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in the Surface Navy

by

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## ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.



## TABLE OF CONTENTS

I.	INTRODUCTION -----	6
II.	METHOD -----	11
	A. DEVELOPMENT OF THE QUESTIONNAIRE -----	11
	B. DATA PROCESSING -----	16
III.	DISCUSSION OF DATA -----	17
	A. PERSONAL CHARACTERISTICS OF RESPONDENTS ---	18
	B. RANKING CAREER OBJECTIVES -----	23
	C. QUESTIONS AND STATEMENTS: THEIR PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT--	28
	1. Effect of Superiors -----	29
	2. Compensation -----	30
	3. Promotion -----	32
	4. Minority Affairs -----	35
	5. Transfer, Deployment, and Time Away from Home -----	36
	6. Fringe Benefits -----	37
	7. Education and Training -----	38
	8. Living Accommodations -----	39
	9. Proposed Legislation -----	39
	10. External Influences -----	41
	11. Navy Standards -----	42
	12. Ships and Equipment -----	43
	13. Command at Sea -----	44
	14. Image -----	45



D.	THE NEW RETIREMENT PROPOSALS -----	47
E.	CHANGES RECOMMENDED FOR THE SURFACE NAVY --	48
F.	MOST ATTRACTIVE ASPECTS OF THE SURFACE NAVY -----	49
G.	FACTOR ANALYSIS -----	50
IV.	CONCLUSIONS AND RECOMMENDATIONS -----	52
APPENDIX A.	Questionnaire and computer program with raw data -----	55
APPENDIX B.	Frequency Tables and Matrices for Variables 001 through 008 -----	74
APPENDIX C.	Histograms and Statistics for Variables 009 through 073 -----	86
APPENDIX D.	Comments on Question 53: The New Retirement Proposal's Effect on Retention -----	153
APPENDIX E.	Responses of Officers to the Ques- tion: "If there were <u>one change</u> that you could make in the <u>Surface</u> <u>Navy</u> that would cause you to <u>increase</u> <u>the length of time</u> that you intend to remain in the Navy, what would that change be?" -----	156
APPENDIX F.	Responses of Officers to the Question: "What is the <u>most attractive</u> <u>aspect</u> of the <u>Surface Navy</u> ?" -----	163
APPENDIX G.	Factor Analysis -----	167
BIBLIOGRAPHY	-----	177
INITIAL DISTRIBUTION LIST	-----	180
FORM DD 1473	-----	181





## LIST OF TABLES

I.	Officer Retention Statistics -----	8
II.	Surface Warfare Retention Data for Commission Sources -----	20
III.	Original Percentage of Officers who Judged Each Career Objective to be Most or Least Important, Plus, New Ranks and Means from Present Survey -----	25



## I. INTRODUCTION

Traditionally, when one thinks of the Navy, the image of the young officer, binoculars in hand, on the wing of the bridge, springs to mind. One perceives the young officer challenging the sea from a position of responsibility to his crew, his captain, his Navy, and his country.

A question arises. Why aren't these young officers being retained in sufficient quantities as Surface Line Officers in the United States Navy? The question demands consideration!

The purpose of this study is to identify some of those factors which have motivated, are motivating, or would motivate young capable officers to remain in or leave the Surface Navy of today. The medium ultimately used to identify those factors is a carefully designed questionnaire.

Admiral Bagley stated in February of 1972 that "...we continue to have problems in the retention of surface line and medical officers. These two communities will constitute our most serious officer-retention problems as we move into a zero draft environment."<sup>1</sup>

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<sup>1</sup>U.S., Congress, Senate, Subcommittee on Appropriations, Hearings on H. R. 16593, Department of Defense Appropriations for Fiscal Year 1973, 92nd Cong., 2nd session, Washington, D. C.: U.S. Government Printing Office, 1972, Part 3, p. 327.



Bureau of Naval Personnel retention statistics as presented in Table I show vividly the problem facing the Navy in retention of the Surface Junior Officer. Although the Nuclear Submarine and Aviation Communities in recent years have shown progress toward their respective retention goals, the Surface retention rate has steadily declined from the 20 percent figure of 1967 to 14 percent in 1972, with 1973 projected as another 14 percent retention year. At best, 1973 promises to show a bottoming out effect, but no real expectation of an upward trend.

In today's increasingly complex Navy there is a constantly growing demand for technical competence and managerial expertise in the Surface Navy's Officer Corps. Therefore, the Navy's percentage goal of retention must be intermeshed with that of retaining those officers who best fit the needs of a technologically and socially complex service.

A most logical sample of officers, pre-selected not only for their academic prowess, but for their professional performance as well, would be the Junior Officer Surface Warfare Community at the United States Naval Postgraduate School in Monterey, California. Certainly this is a biased sample, but that is the intent. The officers of the Naval Postgraduate School have the qualities for which the Navy is searching. By the very fact that most of them are obligated for two or more years beyond their minimum service due to their assignment to the Naval





TABLE I

OFFICER RETENTION STATISTICS  
AT MINIMUM SERVICE REQUIREMENT,  
PLUS, TWO YEARS

WARFARE SPECIALTY	FY-67	FY-68	FY-69	FY-70	FY-71	FY-72	FY-73*	GOALS
Nuclear Submarine#	72%	58%	50%	33%	33%	41%	47%	50%
Pilots	57%	43%	31%	25%	27%	34%	42%	52%
Surface	20%	17%	18%	16%	17%	14%	14%	30%

REGULAR/RESERVE COMPARISON (AT MSR + 2 YEARS)

PILOTS	FY-70	FY-71	FY-72	FY-73*
Overall Retention	25%	27%	34%	42%
Regular Commissioned Officers	34%	39%	43%	56%
Reserve Commissioned Officers	21%	22%	29%	37%
<u>110X/111X OFFICERS (SURFACE)</u>				
Overall Retention	16%	17%	14%	14%
Regular Commissioned Officers	39%	38%	40%	45%
Reserve Commissioned Officers	10%	11%	8%	9%

NUCLEAR SUBMARINE

Unavailable: Few Reserve Officers in Program

\*Projected

#Nuclear Submarine rates prior to 1970 are BuPers estimates.  
Source: Bureau of Naval Personnel



Postgraduate School, they would be considered a plus toward the Navy's goal of a 30 percent retention rate in the Surface Navy.

Having identified and chosen a sample of the population that the Navy would like to retain for a full career, assuming continued high performance by the individual officers, a next step would be to attempt to find out exactly what factors motivate these officers to want to leave or remain in the Naval Service. Therein lies a purpose for the study.

There are, of course, obvious reasons for the Navy's retention goals beyond those that have been mentioned. Among the first that come to mind are the increased training costs of replacing officers who were not retained. For every officer that leaves, there can be some expected loss of efficiency in his ship or station until his replacement has learned the job. If there is an insufficient number of officers, then one could expect that the officer replaced would have had even greater responsibilities, and upon his departure, an even greater loss of efficiency for the ship, station, and the Navy. One can comprehend the magnitude of the problem on observing that the Navy is shrinking almost daily in size. Yet, we cannot retain a sufficient number of Surface Officers to adequately operate the Fleet.

In summary, it can be said that the Navy has a recognized problem of retaining young officers past the minimum



service, plus two year, mark. The purpose here will be to identify some career objectives, to rank them, and to identify and discuss satisfiers and dissatisfiers of Surface Navy life as perceived by the Surface ensigns, lieutenants junior grade, and lieutenants who are students at the Naval Postgraduate School.



## II. METHOD

The procedure for study was to generate a questionnaire through interviews of Surface Junior Officers at the Naval Postgraduate School. The questionnaire was designed so the data could be processed at the computer facility located at the Naval Postgraduate School.

### A. DEVELOPMENT OF THE QUESTIONNAIRE

Development of the questionnaire involved extensive research of previous studies, both in the military and civilian environments. Numerous questions concerning proper survey design arose since the Surface Warfare Community had not been surveyed as an entity in and of itself although it had been included in studies such as that done by the Secretary of the Navy's Retention Task Force in 1966.

The first decision was not to include lieutenant commanders in the survey even though they are now assigned by the Surface Junior Officer Assignment Section.<sup>2</sup> There were two primary reasons for this decision. First, the lieutenant commander, traditionally, has been set apart from the Junior Officer Community; secondly, he is beyond his minimum service requirement (MSR), plus two years,<sup>3</sup>

<sup>2</sup> Bureau of Naval Personnel (Officer Distribution Division), "Surface Lieutenant Commander/Surface Junior Officer Assignment Sections to Merge," The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p. 12.

<sup>3</sup> MSR+2 years is the point in time used by the Bureau of Naval Personnel when studying retention of Naval Officers.





and most can be considered at least 20-year officers. Lieutenant commander selectees were included since they could come from year groups 1965, 1966, and 1967, and at most would have nine years of commissioned service. All designators within the Surface Warfare Community were to be included.

Surface Warfare Officers, lieutenant commander selectees and junior, who were enrolled as students at the United States Naval Postgraduate School in Monterey, California during March/April 1973, were chosen as the sample. It was felt that this would be a most representative sample of those Junior Officers that the Navy is most desirous of retaining for a full career. They must be officers of high professional performance and high academic achievement and, "all other factors being equal, professional performance determines individual competitiveness with contemporaries and impacts directly on the selection procedure."<sup>4</sup>

It was expected that the sample would reflect a much higher career intent than that of the average Surface Officer. It was assumed that the Navy must expect to retain almost all of those Surface Officers ordered to the Naval Postgraduate School to some point beyond MSR, plus two years, or most probably until retirement at twenty or

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<sup>4</sup> Bureau of Naval Personnel (Officer Distribution Division), "Not Selected for Postgraduate Education?" The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p.11.



more years. Two reasons for this are: (1) the obligation of one year for each six months of school that the officer incurs; and (2) the tremendous monetary investment incurred by the Navy to pay for, in most instances, one or more years of education that is essentially an investment in the future.

In order to select what questions would be most applicable to today's Navy, it was concluded that the best method would be not to subjectively choose questions that had been used in previous questionnaires, plus the author's own ideas for queries, but rather to develop questions through interviewing Surface ensigns, lieutenants junior grade, and lieutenants. Seventeen officers were interviewed by the author for periods ranging from approximately 30 minutes to one hour and 30 minutes. The time each officer spent voluntarily with the interviewer is in itself an indication of the tremendous interest in the subject of Surface Junior Officer retention by the officers involved.

Two ensigns, one lieutenant junior grade, and 14 lieutenants were interviewed. Three of the officers, one ensign and two lieutenants, were known by the author, although only one lieutenant could be considered a close friend. The rest were random selectees. Each officer was asked two basic questions: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? No officer was asked his career intent so that the answers might be more



spontaneous and unbiased. In this way, the interviewee would not have to feel his statements or questions reflected his career intentions.

Thus, the data were collected in order to generate a Surface Warfare questionnaire. The questions or statements appearing most frequently in the interviews were chosen as representative items pertinent to Junior Officers in the Surface Navy.

In order to determine if career objectives had changed over recent years in light of changing society, it was resolved to measure career objectives that had been surveyed in the recent past. The objectives chosen were those used by Harsh and Kinney for their 1965 study of manpower in the Navy for the 1970-1980 time period. Seventeen objectives were used in the original study; however, these were reduced to 12 for this research.<sup>5</sup>

Although it is not intended in this study to analyze different groups, such as Surface Officers from the Naval Academy or Officer Candidate School, the questionnaire was designed to allow for distinction between various subgroups for possible later study. Eight sub-grouping variables were made available: (1) designator; (2) year group;

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<sup>5</sup>Charles M. Harsh and Jack A. Kinney, Manpower Considerations Applicable to the Navy in the 1970-1980 Time Period (Annex B: Officer Survey), Institute of Naval Studies, Study 13, Washington, D. C.: Center for Naval Analyses, The Franklin Institute, 1965, p. 81.





(3) commission source; (4) rank; (5) ethnic group; (6) marital status; (7) Naval Postgraduate School program; (8) career intentions.

The questionnaire was designed for computer processing using the Statistical Package for the Social Sciences by Nie, Bent, and Hull (1970). There were the eight demographic categories mentioned above, followed by 12 career objectives, 53 questions requiring responses on a five-point rating scale, strong negative to strong positive, and two final questions requiring written responses. Question 53 also encouraged a written reply. Questions related by subject matter were separated (in questions 1-53) so that each statement would be considered on its own.

Questionnaire return rates at the Naval Postgraduate School to student initiated questionnaires have averaged approximately 30 percent. In order to receive a higher response, four steps were taken. The first was to address each questionnaire to the individual Surface Warfare Officer. Secondly, the cover was designed so that when folded, the recipient saw only the portion with Surface Warfare Only underlined. Thirdly, the most time-consuming task, that of ranking 12 career objectives, was placed first to ensure that it would be filled out by most officers. The fourth step was to send out a reminder four days after the initial issue. This reminder is illustrated in Appendix A. One additional item was appended to page two of the survey.



This was an explanation of "positive" and "negative" as applicable to questions 1 through 53.

The questionnaire was sent out on 30 March 1973 and the results were most pleasing. Two-hundred-eighty-five surveys were mailed to students and 162 were returned, yielding a return rate of almost 57 percent. One-hundred-sixty of those returning completed surveys ranked the 12 career objectives.

#### B. DATA PROCESSING

Each questionnaire was numbered and coded. All answered surveys required two punched computer cards. The coded information was entered on FORTRAN coding sheets and punched into 80 column cards. Cards were then compared against sheets for errors. Coding and checking required two persons for accuracy. A complete data printout, computer program, and results are contained in the Appendices. It is suggested that, at this point, the reader peruse the questionnaire which can be found in Appendix A.



### III. DISCUSSION OF DATA

Insofar as possible, related questions, numbered one through 53 in the questionnaire, will be grouped here to facilitate discussion. Some justification of this subjective grouping can be shown by examination of the factor analysis contained in Appendix G. Where correlation exists between the 12 career objectives and the 53 questions contained in the survey, it will be discussed. For example, the subject matter contained in question one on the career effect of executive officers is related to the third listed career objective of "work with and for persons whose abilities and accomplishments I respect." One possible measure of importance of the question with relation to career retention would be to ascertain its affinity to one or more career objectives, as in the above example. Questions relating to higher ranked (by the group) career objectives should be, in most instances, considered more important than those corresponding to lower ranked objectives.

Other areas to be discussed will be the initial data provided in the first eight variables, the comments on question 53, the recommendations of Surface Officers for change, the most attractive aspects of the Surface Navy, and the factor analysis of questions one through 53.





## A. PERSONAL CHARACTERISTICS OF RESPONDENTS

The designator sub-group dominating (78.4%) the statistics is that of the 1110's, those regular officers who are designated Surface Warfare Officers by virtue of having met prerequisites as outlined in the Bureau of Naval Personnel Manual (NAVPERS 15791B), Article Number 1410270. The remaining officers responding were of designators 1100, 1105, and 1115. No other designators were represented. Regular officers not having met the requirements for the Surface Warfare designation are designated 1100 (regular, general line officer). Of the officers answering the survey, 16.7 percent were of this category. Reserve officers, 1115's (those meeting the criteria for the Surface designation) and 1105's (those not meeting the criteria), were represented by percentages of 1.9 and 3.1, respectively. Complete statistics of replies, arranged by officer designator, are contained in Appendix B.

Eight year groups were included in the survey's target population. One year group, 1971, was not represented by any respondent. Of the seven remaining year groups, 1967 and 1968 appeared most often with 22.8 and 19.1 percent, respectively. Year groups 1965 through 1969 contained 86.4 percent of the responses.

Of the commission sources, the Naval Academy was most heavily represented with 37.0 percent. Naval Enlisted Scientific Education Program (NESEP), Naval Reserve Officer





Training Corps (NROTC), and Officer Candidate School (OCS) graduates were nearly even in representation, and ranged from 17.3 to 18.5 percent. Table II shows each commission source and the retention statistics for that source since 1966. None has shown any large gains and OCS has decreased substantially since 1968. Close examination of the table will reveal that the total Surface retention rate is driven by a large percentage of reserve officers, and a majority of those officers were commissioned through OCS.

Until recently, the time in grade requirements allowed almost all Surface Junior Officers to advance to the rank of lieutenant in three years. Therefore, by far the greater percentage (84.0%) of officers answering the survey were lieutenants. Ensigns, lieutenant commander selectees, and lieutenants junior grade responded in decreasing percentages of 8.0, 5.6, and 2.5 percent, respectively.

Only 2.5 percent of the officers returning the questionnaire were from minority ethnic groups. The remainder were white-Americans.

More than three-fourths (77.2%) of the officers were married. Most of the remaining officers were single (20.4%), with divorced or separated a minimal percentage of 2.5.

Again, insofar as the groups in particular Naval Postgraduate School programs are concerned, one group dominates the statistics, that of the Surface Junior Officers enrolled in programs offered by the Postgraduate School to achieve a master of science degree. They were represented by 91.4



TABLE II

SURFACE WARFARE RETENTION DATA FOR COMMISSION SOURCES

[Officers at Minimum Service Requirement (MSR) + 2 years]

	<u>FY</u>							
	<u>66</u>	<u>67</u>	<u>68</u>	<u>69</u>	<u>70</u>	<u>71</u>	<u>72</u>	<u>73</u>
<u>TOTAL</u>	23%	20%	17%	18%	16%	17%	14%	14%
<u>SOURCE</u>								
USNA	63%	70%	65%	53%	45%	53%	51%	51%
NROTC (R)	--	22%	25%	28%	26%	25%	25%	35%
NROTC (C)	12%	14%	11%	10%	--	11%	16%	17%
OCS	19%	15%	11%	11%	8%	9%	5%	7%
ROC	27%	26%	36%	17%	14%	17%	21%	12%
NUSEP	100%	100%	57%	73%	62%	44%	52%	64%
Combined								
Reg.Sources	63%	42%	40%	43%	39%	38%	40%	45%
Combined								
Res.Sources	19%	16%	12%	12%	10%	11%	8%	9%

NOTES: (1) Rates for FY73 are projected based on data as of 30 June 1972.

(2) A loss to the Surface Warfare Community does not necessarily imply a loss to the Navy, since some intraservice transfers to other communities do take place.

(3) NROTC(R) Minimum Service Requirements were changed from 3 years to 4 years commencing with year group 61. NROTC(C) Minimum Service Requirement was changed from 2 years to 3 years commencing with year group 66.

Source: Bureau of Naval Personnel



percent of those completing the survey. The remainder were baccalaureate (4.3%), Engineers (3.1%), and Ph.D. candidates (1.2%).

The most important categories, which are central to this study, are the career intentions as indicated by the officers in the survey. It is assumed that the Navy would like to retain all of the officers queried since, by their assignment to the Naval Postgraduate School, they are designated as high performers. The first statistics, those who intend to remain for only their minimum obligated service (2.5%) and the group who are undecided (22.8%), are interesting in that they represent over one-fourth of those answering the questionnaire. Only 13 of the 41, so indicating, are ensigns who presumably have not experienced fleet operations except for midshipmen cruises, but, even that is surprising because not one ensign said he has decided on a career and two of the 13 said they intend to resign at the end of their obligated service. It must be noted that 28 of those in the above mentioned categories (intend to remain minimum obligated service, or undecided) are lieutenants junior grade and lieutenants and most of those are lieutenants with at least one sea tour. No officer indicated an intent to remain for over ten, but less than 20, years.

Another interesting aspect appears if one combines the first two categories (intend to remain minimum obligated service, or undecided) with those officers indicating desires





to remain only 20 years (33.3%). This combination yields 58.6 percent of the respondents. This would be alarming if these career intentions are actually fulfilled, because it has already been stated that the sample is of those officers the Navy essentially would desire to retain for a full career. The Department of Defense has defined a full career as 30 years,<sup>6</sup> so the indicated response would not be supportive of that goal.

Those who said they intend to remain over 20 but less than 30 are 22.8 percent of the sample. Those indicating intentions to remain for the maximum time possible represent less than one in five (18.5%) officers answering the questionnaire. One would presume the Department of Defense goals would expect a higher percentage of Surface Officers at the Naval Postgraduate School to fall in the latter classification on the basis of their selection for the School.

Cross-tabulations are provided in Appendix B of five of the variables just discussed. The column variable in each matrix is a year group. The row variables are designator, commission source, marital status, and career intentions. Through the use of these tables, one may select almost any subgroup desired in order to examine absolute response frequency, column or row percentages, and total percentages.

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<sup>6</sup>Department of Defense, "New Military Retirement System Proposal," Commander's Digest, 6 October 1972, Vol. 12, No. 25, p. 11.





A statistic from the first cross-tabulation that is of interest is that 127 officers, a percentage of 78.4 of the total, are of the 1110 designator and members of year groups 1965 through 1970.

The second cross-tabulation shows Naval Academy graduates as the greater number of respondents in year groups 1965 through 1968, plus 1972, with NESEP's the larger number in 1969 and OCS in 1970. As has been previously mentioned, there were no respondents from year group 1971.

In the third cross-tabulation, one notes that over 90 percent of those officers who are married are from year groups 1969 and earlier.

One can easily see in cross-tabulation four that one-third of the Surface Officers intend to remain for only 20 years and 98 percent of them are of year group 1969 and earlier.

#### B. RANKING CAREER OBJECTIVES

In 1965 the Center for Naval Analyses of the Franklin Institute surveyed 9,137 officers, ensign through captain, of all designators. Included in their survey were 17 career objectives from which the officer was asked to choose the four that were most important and the four that were least important to him. They were subsequently ranked in terms of the percentage of the sample that judged them to



be most important.<sup>7</sup> Table III indicates the 17 objectives and their ranks.

It was decided by this author to again test some of those objectives within the Surface Warfare Junior Officer Community at the Naval Postgraduate School. Instead of 17 values, 12 were chosen that reflected the entire distribution response of the 17 original objectives and seemed appropriate for the young officer of today. The officers in the present study were asked to simply rank the 12 career objectives with number one being most important. The mean value for each choice was then placed in order, with the lowest value mean representing the most important career objective for those officers completing the survey (see Table III for these results). It was intended to use the responses to these 12 objectives to measure any change in relative rank in the objectives from the previous study. There were, as might be expected, some changes that might be attributed to the differences in the samples; however, others cannot so easily be explained.

The shift in position of the career objective, "opportunity for advanced education or professional growth," might be explained by the evidence that the officers, having already enrolled in a program of higher education, feel less of a psychological need for this objective than a group which as a whole were not offered the opportunity.

<sup>7</sup> Harsh and Kinney, op. cit., pp. 81-85.



TABLE III (continued)

New Mean	New Rank	Career Satisfactions or Objectives	Original Percentage of Responses		Original Rank
			Most	Least	
8.61	11	Time for home life and/or participation in community affairs	21.5	22.7	8
Not used	-	Meeting the challenge of risky operations or diversified assignments	20.7	28.2	N/u
7.13	7	Helping to promote important national or humanitarian objectives	20.1	22.0	9
Not used	-	A stimulating job free from unproductive 'busy work'	17.5	20.9	N/u
6.44	6	Opportunity for considerable outdoor life, with travel and adventure	16.2	35.9	10
8.89	12	Stimulating social and cultural activities for myself and/or my family	10.1	37.6	11
Not used	-	Freedom from close supervision and regimentation	10.0	45.5	N/u
7.74	10	Successfully carrying out plans in an orderly organization	7.3	27.1	12

\* Original data: From Institute of Naval Studies, Study No. 13, by Harsh and Kinney

New data: See Appendix C.





The increase in importance of the objective of the "opportunity to investigate, to try new ideas, to test my ingenuity" may be explained by similar reasoning. The officers answering the questionnaire are undoubtedly aware of their status within the Navy and this coupled with the academic environment would lead them to place a premium on free, original thought and application.

The "opportunity for considerable outdoor life, with travel and adventure" stands substantially above its relative ranking in the original study. Increased emphasis on the recruiting of officers who truly join the Navy to see the world would seem to be a logical recommendation based on this finding.

A method for examining career objectives of all officers upon recruitment--and periodically thereafter--could be used as a means of predicting retention and for career counseling. Career objectives that are highest and most easily satisfied should be those identified in recruiting and stressed by career counselors. You simply advertise what you do best to those whom you want to retain. Surely, if the data were examined, one would expect to find that there are differences in the career objectives of the undecided group and those who will remain for the maximum time. It would seem reasonable that more congruence could be achieved if selective recruiting were practiced where possible. The question posed is, why recruit someone if there is little possibility of retaining him beyond his





minimum obligated service? Of course, these suggestions are not a "cure all" for the retention ills of the Surface Navy, but they could be a small step in the right direction.

#### C. QUESTIONS AND STATEMENTS: THEIR PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT

It was decided that rather than research previous studies for possible areas of investigation, it would be better to generate statements and questions through interview. This procedure has been briefly touched upon in the discussion on development of the questionnaire.

It is fully realized that many areas of concern are not covered by the survey and, conversely, other subjects are extensively treated. One must consider, however, that the statements or questions were generated by the two queries originally presented to the 17 Junior Surface Warfare Officers. They were: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? The answers to those questions were the essence of the 53 questions or statements as shown in the questionnaire. (See Appendix A for the questions as presented in the survey.)

The survey was designed by the author for ease of answering and to facilitate coding into the computer format needed for the Statistical Package for the Social Sciences by Nie, Bent and Hull. The respondents were given a choice of any one of five answers: (1) strong negative (--); (2) slight negative (-); (3) no effect (0); (4) slight positive (+);



and (5) strong positive (++). Complete instructions were given, including examples.

1. Effect of Superiors

The first interrelated statements are numbers one (Var 021), 11 (Var 031), 18 (Var 038), and 42 (Var 062). All have some concern with the effect of superiors on the career intentions of the individual officer.

All superiors were reported as having a positive effect on retention, with commanding officers having the most positive influence, followed by department heads and executive officers. On a one-to-five scale (where five was strong positive) their respective means were 3.86, 3.69, and 3.39. This would seem to indicate that the commanding officer, whose policies influence everyone on the ship, has the largest effect, while individual interpretation of those policies would be at the immediate superior level by the department head. The executive officer, while very much in the chain of command, is perhaps less influential because of his more administrative posture with little operational duty and, in addition, he traditionally moves in the shadow of the commanding officer, simply echoing his commands.

The last variable, number 062, points out that, although the previous three variables show positive influence, those officers in superior positions could be even more effective in retaining Surface Officers if they practiced more consistent policies. More than one-half the officers



queried elected a negative effect for this variable. The mean was 2.5. A partial solution to this problem might be to have, whenever possible, executive officers on Surface ships relieve the commanding officer when he is detached. This should maintain a greater measure of continuity in policy.

Almost all of the career objectives can be directly or indirectly affected by the more senior officers in the positions discussed. The objective most directly akin to these questions is "work with and for persons whose abilities and accomplishments I respect" which ranks fifth in the selected order of career objectives. It would seem important for this case since superiors were rated negatively on their consistency.

## 2. Compensation

The next focus of attention is in the area of compensation. Again, responses to four questions are examined. They are: (1) two (Var 022); nine (Var 029); 16 (Var 036); and 36 (Var 056). The first three address special types of pay, and the fourth, overall financial security.

The first calls attention to the possibility of sea pay (Var 022). The example used in this question was not the most recent proposal; however, its lack of currency should not have greatly affected the results. The Navy is acutely aware of the need for this type of compensation and it has been recommended continuously to Congress since the Secretary of the Navy's Task Force on Navy/Marine Corps





Personnel Retention Study was completed in 1966. The present study shows that it would most probably enhance retention in the Surface Navy if effected.

A second subtopic of compensation is the statement on additional pay as afforded to aviators and submariners (Var 036). This subtopic has some correspondence to sea pay. Surface Officers show that their career intentions are affected negatively because they do not receive additional pay for what many must consider arduous and somewhat hazardous duty.

The next subject was the basic allowance for quarters (BAQ) for all officers afloat. The first page of Variable 029 in Appendix C shows the data from all respondents, and the second page has data from only single officers. As might be expected, the mean of the single officers is considerably higher than that of all officers taken together.

Financial security as offered by the Navy should be a major selling point for career retention. Even without the special pays discussed above, financial security (Var 056) is a positive attraction to over 80 percent of the Surface Officers surveyed.

None of the career objectives as used in this study directly relate to the topic of pay; however, its use as a retention incentive is widely believed--witness the increase in military basic pay of 74 percent between 1968 and 1973.





### 3. Promotion

The subjects related to promotion were the ones most often mentioned in interviews prior to the generation of the questionnaire and, subsequently, they appear most often in the survey as the factor of highest interest.

There are nine subtopics related to promotion. They include numbers: three (Var 023), seven (Var 027), ten (Var 030), 17 (Var 037), 21 (Var 041), 26 (Var 046), 43 (Var 063), 47 (Var 067), and 52 (Var 072). Within these subtopics, some are more generally connected than others. They have been subgrouped into three general areas: (1) opportunity, as affected by time in grade, number of officers to be promoted, and position on the lineal number list; (2) eligibility, as affected by possible criteria to be met while in the next lower rank; (3) early promotion, as in the spot or accelerated promotion programs.

Insofar as the present time in grade requirements (Var 023) affect retention of Surface Officers, one can say that the overall effect is slightly negative (mean of 2.63); however, over 50 percent of the officers queried rated this statement no effect or positive.

Of more immediate concern seems to be the opportunity for selection to lieutenant commander or commander at the present or in the future. Obviously, most officers answering the questionnaire perceive the chance of being promoted as less than desirable and this will perhaps drive some out of the Navy (see Variable 047).



The position of an officer on the lineal list has been important in recent years when fewer promotions have been available and the Navy has been obliged to split year groups for promotion purposes. For example, in fiscal 1973 the entire year group 1965 would have been eligible for promotion to lieutenant commander. Instead, the year group was split approximately in half and those with lineal numbers in the bottom half of the year were forced to wait another year for the opportunity to be selected in the promotion zone, although they were looked at again for deep selection.

Most officers (62.3%) opted positively for readjustment of the lineal list after each promotion (see Var 072). Less than 11 percent said it would affect their career intentions negatively. The reader must keep in mind that the officers answering are high performers and the majority would probably gain from such a readjustment. One possible method in which this readjustment could be accomplished would be to readjust only those in the promotion zone, leaving those above the zone on top and early selectees on the bottom until the next rank is available.

Two questions were posed (Var 027 and Var 041) that would add requirements to those presently needed to advance from one rank to the other. The questions dealt with: (1) requiring pass/fail exams to advance to the next rank; and (2) requiring courses of study for each rank.



More officers were in favor of exams (38.3% for and 26.6% against). However, an opposite trend was evident in response to required courses for promotion as 39.0 were against and 23.7 percent for the proposal. One reason for this response might be that officers believe that an exam to show basic knowledge would be sufficient, and many would welcome it to ensure that all officers were at least at a basic knowledge level of Surface Warfare. Opposition to required courses may stem from the fact that after commissioning, career patterns may become so varied that time for schools and/or courses might not be feasible.

The spot promotion program (Var 030) seems to have been well received by the officers sampled. Its merit is that an officer is promoted for the billet in which he is serving and only keeps the higher rank as long as he serves in the billet. Almost always, of course, the officer has had an outstanding record in order to receive the assignment. The Navy would do well to keep this program in effect if one can judge from these results. It seems definitely enhancing to career retention.

The next group of questions for discussion is accelerated promotion. Areas covered were: (1) the present opportunity for accelerated promotion (Var 037); (2) if the accelerated promotion ceiling were removed (Var 046); and (3) if it were reduced to five percent or less (Var 063).

The majority of officers who did not select the no effect choice selected on the positive side of the





opportunity for accelerated promotion (Var 037). One could surmise that it is having a positive affect, but not as much as the spot promotion program (Var 030).

As for the survey's proposed changes to the opportunity for accelerated promotion, the responses indicate that there are good retention possibilities in removing the ceiling (Var 046), but, relatively less opposition to cutting to five percent or less (Var 063). One solution might be to remove the ceiling, but instruct the boards to apply extremely stringent conditions for early promotion. Thus, depending on the number of officers meeting those requisites, the percentage picked could be more or less than the present ceiling of 15 percent.

It is not surprising that promotion is a key factor in retention. In the list of career objectives, number one is the opportunity for increasingly important managerial responsibility. A Surface Officer does not ordinarily receive that opportunity without promotion.

#### 4. Minority Affairs

The next category is one in which the Navy has unfortunately been subjected to criticism and Congressional inquiry. That subject is, of course, minority affairs. When the interviews were made to generate the questionnaire, the news media had recently given wide coverage to the Navy's problems, so these problems were fresh in the interviewees' minds. When the survey was distributed, coverage was





negligible and one could expect a less attributable news media influence on the responses.

The first statement (Var 024) sampled the effect of the handling of minority problems within the Navy. Since almost all of the sample is white-American, it will reflect white-American Surface Officer attitudes. The negative answers slightly outweigh the positive as a career effect and there were more than twice as many negative as positive responses.

The response to minority opportunity for promotions, education, or billets (Var 049) was as one might hope with the tremendous effort the Navy is making for equality. The mean (3.15) was slightly positive, although over 60 percent said there was no affect on their career intentions.

Variable 049 relates to the career objective of job security and, in particular, fair personnel practices. "Job security, fair personnel practices, and favorable retirement benefits" as a set ranks second in career objectives; therefore, any question or statement that refers to it should have increased importance for retention.

##### 5. Transfer, Deployment, and Time Away from Home

The next area of investigation is more varied. It concerns orders to transfer or deploy, and time away from home port. The variables to be discussed are: 042, 051, 058, 066, 068, and 069.

Time away from home port (Var 042) appears to have received many negative responses if one examines the



histogram; however, one might temper the results by looking at the career objectives where time for home life ranks eleventh.

Unexpected deployment or orders (Var 051) is less negative than advance notice (Var 058) is positive. A full 75 percent of the officers are on the positive side of Variable 058. This could be an important retention factor since fair personnel practices are part of the second highest career objective.

Due to budget constraints, the Navy has had to vary its transfer customs to reflect lengthened tours in some areas. Variables 066 and 069 show responses to two alternatives. It would appear that a majority would favor a three-year rotation (Var 066) over the present system, and an even greater majority would prefer to remain in one CONUS area for a four-year minimum tour (Var 069). This should help retention if implemented but it is difficult to relate this to a career objective.

The greater number of Surface Officers (60%) feel the opportunity for overseas shore/sea duty is a positive inducement toward a career. This is something only the military can readily provide in quantity, so it should be a convincing attraction for a career.

## 6. Fringe Benefits

Fringe benefits have always been advertised as tremendously important when one compares the military with the civilian environment. The Navy Exchange (Var 028),



the commissary (Var 040), and medical benefits (Var 047) were measured. As expected, all were indicated as positive incentives with means of 3.6, 3.65, and 4.11, respectively. Medical benefits are the major attraction with a full 85 percent of the officers responding on the positive side. These are interesting results in that, ordinarily, one would expect that the cash saved on commissary and exchange expenditures at least equals what usually would be spent on medical bills in a given year for a family on active duty; however, with increasing age, one could expect the medical benefits to have greater importance for the retiree.

#### 7. Education and Training

Education and training should be a prime motivator for career retention--witness the rank of third in the list of career objectives for the "opportunity for advanced education or professional training and growth."

Variable 025 directs attention to the effect of orders to the Naval Postgraduate School. Over 80 percent of the respondents indicated that it affected their career intentions in a positive manner.

A less positive effect was illustrated by the response to the question on the Surface Warfare School (Var 032), but over half indicated that if the Surface Warfare School were upgraded and mandatory for all newly commissioned Surface Officers, career retention would be positively affected.





The effect of pre-training for billets (Var 059) seems to have been relatively ineffective concerning the goal of high career retention although it is slightly in the positive range. One might term the training as adequate, but with no pronounced result on career intentions of Surface Warfare Junior Officers.

#### 8. Living Accommodations

Living accommodations ashore and afloat are the next categories to be examined. No real correlation can be made to the 12 career objectives for the two variables included in this section: officer living conditions on board ship (Var 033), and the adequacy and availability of officer or family quarters ashore (Var 071).

Officer living conditions on board ship show relatively no effect on retention. One can assume that most quarters used by the surveyed officers have been adequate in suitability, but the career retention influence is only marginally into the positive side of the graph.

#### 9. Proposed Legislation

A subject of which most Junior Officers are acutely aware concerns proposed changes in the present Navy and military systems. Change, of course, can be perceived as beneficial or detrimental to the career intent of the individual officer concerned. Three change proposals are: (1) "up or out" legislation (Var 034); (2) removal of tenure for lieutenant commanders (Var 060); and (3) new retirement proposals (Var 073) as outlined in Commander's Digest,



issues of 26 October and 7 December 1972. The latter proposal was commented upon by 25 officers completing the survey. Those comments will be discussed in a later section of the study.

Variables 034 and 060 have some interrelationships. One involves a problem of today (Var 034): too many officers in the grades of commander and captain. The second would result in "up or out" legislation for the lieutenant commander (Var 060). "Up or out" legislation for twice-passed-over commanders and captains shows most officers on the positive side of that variable. This result is not surprising since one attraction is that it would in effect increase promotion opportunity for the Junior Officer. Even though the next rank for most of those surveyed is lieutenant commander, and at this time promotion to that rank guarantees retirement, only about 38 percent of the officers said they would be negatively effected. This result, too, is not unexpected since presumably most officers at the Naval Postgraduate School would expect to attain the rank of commander, or above, if they continue to have high performance records.

The response to the new retirement proposals (Var 073), as they were presented by the Department of Defense and the questionnaire for this study, would seem to indicate that a number of officers would curtail their career intentions if the proposals were legislated. Officer comments on the subject are contained in Appendix D. The



response to Variable 073 had the second lowest mean (2.184) for the entire questionnaire [lowest was peacetime budget constraints (2.179)]. A possible backlash effect if the retirement proposals are passed is that a number of young officers will leave at the ten year mark, who, under the present rules, would have stayed for 20 or more years. They still would be young enough (31 to 35) to enter the competitive civilian job market and have a guaranteed retirement at age 60 because of their Naval Service. In answering the survey, not one officer opted for a career intention of remaining over ten, but less than 20, years under the present system.

#### 10. External Influences

There are other influences on retention that usually lie outside the Navy environment. Included in this survey were: (1) comparing oneself with civilians insofar as "getting ahead" (Var 026); (2) civilian opinion of the Navy (Var 054); (3) the wife's opinion of the Surface Navy (Var 035); and (4) the affect of Navy peers (Var 050). The latter, although an external factor, is within the Navy environment.

The first two concern the influence of civilian society on career intentions. A much larger proportion (50%) of the officers believe that they are "getting ahead" of their civilian contemporaries (Var 026) than those who do not (18%). This has a positive result (3.43) for the mean. A large number (55.6%) are not affected by civilian





opinion (Var 054), but 29 percent are negatively affected. A very interesting statistic is that only 23 respondents reported their wives' opinions (Var 035) as having had a negative effect on career intentions. It would seem, then, that there is some positive influence of wives on their husbands to remain on active duty. This has some correlation to the eleventh ranked career objective, time for home life and community affairs, but as to its overall effect, one could not easily describe this complex interrelationship and its effect on retention.

Special friendships are a career objective rated eighth in the questionnaire results. Variable 050 indicates that Navy peer influence (not necessarily friends) is slightly positive with the larger proportion of the officers not affected by their peers. The graph does indicate that only about ten percent of the Navy peers have exerted a negative influence on the Surface Officers queries, and 42 percent have indicated a positive effect by their peers.

#### 11. Navy Standards

Four questions included in the questionnaire have been grouped under the general heading of Navy Standards. They are: (1) enlisted re-enlistment standards (Var 043); (2) Z-Grams (Var 045); (3) unannounced inspections (Var 053); and (4) beer and/or wine for ships (Var 061). Each is a different area; therefore, they will be discussed separately. No real correlation to the career objectives can be made.





Enlisted re-enlistment standards, although indicating a negative overall effect; do not have a pronounced negative affect when one observes the mean of 2.84. There is, of course, some difference of opinion since 59 answers were negative compared to 36 positive responses.

Z-grams (Var 045) appear to have a positive effect, however, not as positive as the Navy might hope. Of the responses, 58.1 percent were in the positive range. Interestingly, the slight negative and slight positive columns were larger than the no effect column, so Z-grams are having a career effect, and the majority of the time it appears positive.

Unannounced inspections (Var 053) met with mixed replies with the larger proportion showing a negative effect. Less than 30 percent of the responses indicated no effect.

The topic of allowing regulated beer and/or wine aboard ships (Var 061) would seem to have about evenly matched sides as to the indicated career effect. This area should be investigated further to find out what the pro's and con's are before changing the present Navy policy of prohibiting alcoholic beverages on board ships.

## 12. Ships and Equipment

A well known concern of the Navy is not only the diminishing quantity of ships, but also the quality of ships and equipment remaining in service. New ships are not being built in quantity and the old ones are, in many cases, outmoded. This, coupled with ever-decreasing defense



budgets, is making it difficult to say with credibility that our Surface Navy is second to none. No matter how good the people are, they still must go down to the sea in ships.

Two variables are included in this category: quality of ships and equipment (Var 044) and peacetime budget constraints (Var 052). Both, taken together, displayed the most negative response of any major category in the survey. The respondents answered nearly 70 percent in the negative as opposed to only about 15 percent positive on the career effect of the quality of ships and equipment. Peacetime budget constraints were even more negative with over 70 percent responding negatively. This, incidentally, was the most negative response to any variable in the questionnaire. The impacts of peacetime budget constraints, of course, involve not only ships and equipment, but also quarters construction, pay raises, retirement changes, etc.

### 13. Command at Sea

One can note in a later section that looking forward to command at sea is frequently mentioned as the most attractive aspect of the Surface Navy by officers commenting on the last open-ended question. This is not surprising since the number one career objective selected was the opportunity for increasingly important managerial responsibility. Four variables offer some explanation of the effects of this category, command at sea. They are: (1)



the present or future opportunity for command at sea at all levels (Var 048); (2) the opportunity for assignment as an executive officer or commanding officer in the grade of lieutenant commander as compared with five or more years ago (Var 057); (3) if commanding officers were rated by their subordinates (Var 064); and (4) if OOD's had to be approved by a board in addition to the approval of the commanding officer (Var 070). The first two concern opportunity and the latter two deal with the authority of the commanding officer.

Both variables 048 and 057 are interesting in that most people are affected, and the positive sides have only a slight edge. It would seem that, despite the decreased opportunity for command due to fewer ships, a number of officers see this as welcome competition to put the really outstanding officer in the driver's seat of a Surface ship.

Insofar as authority is concerned, both variables 064 and 070 had negative means. Variable 064 was more negative even though the question stated that the report would go only to the officer reported upon. It can be concluded that there is considerable opposition to removing any of the commanding officer's authority although about 25 percent do favor it as a career incentive.

#### 14. Image

The last major category to be covered of the 53 positive/negative questions is that of the Surface Navy's image. The three remaining variables are: (1) the image





as presented by civilian and government news media (Var 039); (2) the image as compared with air and subsurface branches (Var 055); and (3) if Surface Warfare Officers had to earn through diligent effort a Surface Warfare Designator (1110) with accompanying insignia (Var 065).

Variable 039 concerning news media shows, for the most part, no real effect since over 60 percent of the officers selected the no effect column. Almost 30 percent, however, did respond negatively. A larger negative effect was shown by Variable 055. Over 45 percent responded that their career intentions were affected negatively when comparing their image with that of air and subsurface officers.

One step that has already been taken to some extent was to upgrade the standards to be met in order to receive a Surface Warfare Designator.<sup>8</sup> Almost 60 percent said they were affected positively and only eight percent negatively (Var 065). Although comments were not solicited on this question, six officers who were in the positive category said that they felt the insignia was not necessary, but rather an unnecessary adornment.

As we have seen, there are many variables which do affect career retention. There are probably an infinite number that have some effect; however, it is believed that

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<sup>8</sup> Bureau of Naval Personnel, Bureau of Naval Personnel Manual (NAVPERS 15791B), Washington D. C., U. S. Government Printing Office, 1969, Change: January, 1973, Article No. 1410270, pp. 14-7 and 14-8.



the major areas of concern for today's Surface Navy were dealt with by the 53 questions just examined.

#### D. THE NEW RETIREMENT PROPOSALS

At the end of question 53 (a question on the new retirement proposals), pertinent comments were invited. Twenty-five officers gave their opinions. This number represented 15 percent of the 162 officers who replied to the questionnaire. All responses are listed in Appendix D. Since the absolute number of replies is small, each is presented independently, and no attempt was made to subjectively categorize them.

All of the comments were negative. Only one officer recognized the need for change, but even he did not agree with the proposal as presented. Although not acknowledged in the Appendix, one officer commented that the presentation, as shown by the survey, was biased in favor of the proposal. Extreme care was taken in this regard; however, if any bias was in the questionnaire, it was unintended.

The most often repeated comments were that the proposals were unfair to those presently on active duty and under the current system, that the legislation if passed would lower retention (two officers stated they would resign), and that rather than this proposal, the Department of Defense should move toward a retirement system along the lines of industry. Other significant comments were that it appears to benefit only captains and above, and that it is ex post facto in nature.



When viewing the responses as a whole, it appears that there is significant opposition to the proposed legislation in its present context and, with this amount of dissatisfaction, one could expect that the Surface Navy would find it increasingly difficult to retain quality officers in a volunteer forces environment if the legislation is enacted as presented in the questionnaire.

#### E. CHANGES RECOMMENDED FOR THE SURFACE NAVY

After completing the 53 questions and statements, the officer was presented with two open-ended questions, the first of which will now be discussed. The query first posed was, "If there were one change you could make in the Surface Navy that would cause you to increase the length of time that you intend to remain in the Navy, what would that change be?"

As one might expect, the range of suggested changes was wide; however, they have been arranged in categories similar to those used for the 53 questions previously discussed. There were 142 officers of the 162 who proposed changes. This represents 89 percent of the total respondents. Some officers listed as many as three changes, so 174 proposed changes are presented in Appendix E. The groups of proposed changes are arranged in order of number of times mentioned. The most frequent group of suggestions appears first and within each group, the most frequently mentioned change is listed first. Change recommendations





that were basically the same in content, and that appear more than once, have noted in parentheses their frequency of response. It is recognized that there can be some overlap of groups; however, the categories were chosen for simplicity of referral.

The largest category is termed Navy Standards. The largest subcategory or change recommendation appears in the group titled "Ships and Equipment". Eighteen officers said that an increase in ships would cause them to remain in the Navy longer than presently intended.

Future studies may desire to use these change proposals to prepare other questionnaires or, in the cases of frequently mentioned and feasible changes, the Navy should consider them as possibilities. The problem with most changes as recommended is that they are not specific and must be investigated further. The intent here was only to identify those areas of the Surface Navy that the high-performing Surface Junior Officer considers important enough that if changed, would cause him to increase the length of time that he intends to remain in the Navy.

#### F. MOST ATTRACTIVE ASPECTS OF THE SURFACE NAVY

The last question contained in the survey was, "What is the most attractive aspect of the Surface Navy?" There were 141 officers who responded to this question for a total of 87 percent of the 162 returns. The total number of attractive aspects was 150 and no officer submitted more than two.





Again, the categories or groups of responses are arranged by size in order of decreasing frequency of responses and the attractions appearing most frequently within a group are listed first. A complete listing of all replies is contained in Appendix F. Only seven groups are contained in this Appendix as compared with 12 in the previous section; however, most categories can be easily related to one or more categories in the previous Appendix.

The categories with the larger number of responses are: Responsibilities and Challenge, Going to Sea and Operations, and Command at Sea. The sub-category most frequently mentioned by individual officers as the most attractive aspect of the Surface Navy was "looking forward to someday having command at sea".

Future studies may desire to investigate one or more of these categories to obtain more explicit information on their retention effects. Innumerable possibilities exist by expansion of the questions in the survey to cover one or more areas in depth that appear to have yielded markedly negative or positive responses.

#### G. FACTOR ANALYSIS

The factor analysis of the first 53 questions contained in Appendix G is primarily for information purposes and for the use in preparing future studies or questionnaires. Although the categories used in previously discussing the responses to the 53 questions were subjective, a close



examination of the results of the factor analysis reveals some support for the aforementioned groupings. For example, if one examines factor two, it can be noted that three of the top four questions loading on this factor are contained in the a priori grouping dealing with fringe benefits.



#### IV. CONCLUSIONS AND RECOMMENDATIONS

It is a foregone conclusion that the Surface Navy faces a difficult retention problem. At best, in 1973, the projections show that the Surface Navy will not reach one-half its goal, 30 percent retention. This study has further illuminated that problem. For example, of 13 ensigns responding, not one was inclined to say his intentions were to remain in the Navy for a career.

Through the basic research to generate the questionnaire, and through the medium of the survey itself, it is believed that those retention factors uppermost in the minds of the Surface Navy's Junior Officers have been revealed and examined.

Based on the results of the survey, the following recommendations can be made:

(1) Those areas which the Navy can satisfy most easily and are positive retention factors should be stressed in recruiting and by career counselors.

(2) The Navy should emphasize consistency of policy in senior officers to further enhance their value as retention factors.

(3) The Navy should pay BAQ to all officers afloat if cost studies show it to be feasible.

(4) Sea pay is needed and should continue to be recommended to Congress as a retention incentive.





(5) Unless the fact of year group splitting is removed, the Navy should consider readjustment of the lineal list.

(6) Additional study is advised for the possibility of basic knowledge pass/fail exams to be administered for each rank.

(7) The Navy should retain the Spot Promotion Program as a positive agent of retention.

(8) It is recommended that further study be given to the effect of accelerated promotion ceilings.

(9) A minimum four-year tour length<sup>?</sup> for any CONUS area is recommended.

(10) "Up or out" legislation is recommended for commanders and captains who have failed for selection twice and have 20 or more years of service.

(11) Initial training for all Surface ensigns in the Surface Warfare School and postgraduate education for all qualified officers is recommended.

(12) The Department of Defense's retirement proposals will have some detrimental effect on retention and should be carefully evaluated for this before being put into effect.

(13) "Z-grams" have been well received by Surface Junior Officers and should be continued.

(14) Unannounced inspections should not be effected until additional study is completed.

(15) Beer and/or wine should not be brought on board ships for consumption until more study is completed.



(16) The Navy's ships and equipment must be updated.

(17) It is recommended that there be no additional decrease in command at sea opportunity or the Surface Navy will have even greater retention problems.

(18) The Navy should make a concerted effort within the force to upgrade the image of the Surface Navy with respect to the air and subsurface branches.

(19) More specific requirements are recommended for achievement of the Surface Warfare Designator such as those specified in the BuPers Manual for Submarine Officers.



APPENDIX A

THE QUESTIONNAIRE, COMPUTER PROGRAM, AND RAW DATA

FOR

SURFACE WARFARE

LIEUTENANTS, LIEUTENANTS JUNIOR GRADE, AND ENSIGNS  
ONLY

PLEASE FILL OUT THE ATTACHED QUESTIONNAIRE AND PLACE IT IN THE BOXES MARKED SURFACE WARFARE SURVEY WHICH ARE LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. IF YOUR QUESTIONNAIRE IS RETURNED LATER THAN ONE WEEK AFTER RECEIPT, PLEASE ADDRESS IT TO SMC 1174.

YOU WILL NOTE THAT YOUR QUESTIONNAIRE HAS BEEN PERSONALLY ADDRESSED TO YOU, SO IN ORDER TO PRESERVE ANONYMITY PLEASE TEAR OFF THIS PAGE AND RETURN ONLY THE QUESTIONNAIRE.

THANK YOU FOR YOUR COOPERATION.

THIS QUESTIONNAIRE IS SUBMITTED AND APPROVED IN ACCORDANCE WITH NAVAL POSTGRADUATE SCHOOL INSTRUCTION 1520.13. IT WILL BE USED AS AN INTEGRAL PART OF A THESIS IN THE MANAGEMENT CURRICULUM UNDER THE GUIDANCE OF PROFESSOR R. ELSTER. THE COURSE NUMBER ASSIGNED IS MN 0810, TITLED, THESIS RESEARCH FOR MANAGEMENT STUDENTS.



PLEASE CHECK THE FOLLOWING AS APPLICABLE

PRESENT DESIGNATOR-- 1100\_\_\_ 1110\_\_\_ 1105\_\_\_ 1115\_\_\_ OTHER\_\_\_  
YEAR GROUP-- 65\_\_\_ 66\_\_\_ 67\_\_\_ 68\_\_\_ 69\_\_\_ 70\_\_\_ 71\_\_\_ 72\_\_\_ (WRITE IN)  
COMMISSION SOURCE-- NAV. ACAD. \_\_\_ NROTC\_\_\_ OCS\_\_\_ NESEP\_\_\_ OTHER\_\_\_  
PRESENT RANK-- ENSIGN\_\_\_ LTJG\_\_\_ LT\_\_\_ LCDR SELECTEE\_\_\_ (WRITE IN)  
ETHNIC GROUP-- WHITE\_\_\_ BLACK\_\_\_ OTHER MINORITY\_\_\_  
MARITAL STATUS-- MARRIED\_\_\_ SINGLE\_\_\_ DIVORCED OR SEPARATED\_\_\_ (WRITE IN)  
NAV. PG SCHOOL PROGRAM-- BACCALAUREATE\_\_\_ MASTER'S\_\_\_ ENGINEER\_\_\_ PHD\_\_\_  
CAREER INTENTIONS--  
TO COMPLETE ONLY OBLIGATED SERVICE\_\_\_  
UNDECIDED\_\_\_  
TO REMAIN OVER TEN BUT LESS THAN TWENTY YEARS\_\_\_  
TO REMAIN FOR ONLY TWENTY YEARS\_\_\_  
TO REMAIN FOR OVER TWENTY YEARS BUT LESS THAN THIRTY\_\_\_  
TO REMAIN FOR AS LONG AS POSSIBLE\_\_\_

RANKING YOUR CAREER OBJECTIVES

PLEASE READ THE FOLLOWING TWELVE CAREER OBJECTIVES CAREFULLY, THEN RANK THEM IN ORDER OF THEIR IMPORTANCE TO YOU. NUMBER ONE SHOULD BE THE MOST IMPORTANT CAREER OBJECTIVE WITH NUMBER TWELVE THE LEAST IMPORTANT. TIES ARE NOT ALLOWED. ONE APPROACH TO ORDER THEM MIGHT BE TO CHOOSE ONE, THEN TWELVE, THEN TWO, THEN ELEVEN, ETC.

\_\_\_ OPPORTUNITY FOR CONSIDERABLE OUTDOOR LIFE, WITH TRAVEL AND ADVENTURE  
\_\_\_ OPPORTUNITY FOR INCREASINGLY IMPORTANT MANAGERIAL RESPONSIBILITY  
\_\_\_ WORK WITH AND FOR PERSONS WHOSE ABILITIES AND ACCOMPLISHMENTS I RESPECT  
\_\_\_ OPPORTUNITY FOR ADVANCED EDUCATION OR PROFESSIONAL TRAINING AND GROWTH  
\_\_\_ HELPING TO PROMOTE IMPORTANT NATIONAL OR HUMANITARIAN OBJECTIVES  
\_\_\_ STIMULATING SOCIAL AND CULTURAL ACTIVITIES FOR MYSELF AND/OR MY FAMILY  
\_\_\_ TIME FOR HOME LIFE AND/OR PARTICIPATION IN COMMUNITY AFFAIRS  
\_\_\_ JOB SECURITY, FAIR PERSONNEL PRACTICES, AND FAVORABLE RETIREMENT BENEFITS  
\_\_\_ ENDURING FRIENDSHIPS WITH PERSONS SHARING MY VALUES AND INTERESTS  
\_\_\_ OPPORTUNITY TO INVESTIGATE, TO TRY NEW IDEAS, TO TEST MY INGENUITY  
\_\_\_ SUCCESSFULLY CARRYING OUT PLANS IN AN ORDERLY ORGANIZATION  
\_\_\_ A POSITION CARRYING PRESTIGE AND RECOGNITION IN SOCIETY





PLEASE NOTE

FOR QUESTIONS/STATEMENTS ONE THROUGH 53 A SLIGHT/STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS MEANS THAT THE QUESTION OR STATEMENT DESCRIBES SOMETHING THAT TO SOME DEGREE IS CAUSING (HAS CAUSED OR WOULD CAUSE) YOU NOT TO MAKE THE NAVY A CAREER.

A STRONG/SLIGHT POSITIVE EFFECT WOULD TEND TO KEEP YOU IN THE NAVY.

EXAMPLE: CONSIDER QUESTION ONE IN THE SURVEY.

IF IN YOUR PREVIOUS EXPERIENCE YOU HAD EXCELLENT EXECUTIVE OFFICERS WHO INFLUENCED YOU TO REMAIN IN THE NAVY, YOU WOULD CHECK EITHER A SLIGHT POSITIVE EFFECT (+) OR A STRONG POSITIVE EFFECT (++) . OF COURSE, THEY COULD HAVE BEEN EXCELLENT, BUT NO EFFECT, IN WHICH CASE YOU WOULD CHECK NO EFFECT (0) .



PLEASE INDICATE ONE OF FIVE CHOICES FOR EACH QUESTION OR STATEMENT BELOW AS IT HAS AFFECTED, IS AFFECTING, OR WOULD AFFECT YOUR CAREER INTENTIONS. IF YOU FEEL A QUESTION IS NOT APPLICABLE TO YOU, PLEASE LEAVE IT BLANK. NOTE CAREFULLY THE BELOW EXPLANATION OF CHOICES.

EXPLANATION OF CHOICES

- (-- ) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.
- ( - ) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.
- ( 0 ) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) NO EFFECT ON YOUR CAREER INTENTIONS.
- ( + ) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT POSITIVE EFFECT ON YOUR CAREER INTENTIONS.
- (++ ) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG POSITIVE EFFECT ON YOUR CAREER INTENTIONS.

(-- )   ( - )   ( 0 )   ( + )   (++)

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| — | — | — | — | — | 1. THE EFFECT OF YOUR FORMER EXECUTIVE OFFICERS   |
| — | — | — | — | — | 2. IF SEA PAY BECOMES LAW, FOR EXAMPLE, IF OFFICERS WERE PAID \$30 PER MONTH FOR EVERY TWO YEARS OF SEA DUTY UP TO A MAXIMUM OF \$120 |
| — | — | — | — | — | 3. THE PRESENT TIME IN GRADE AND/OR SERVICE REQUIREMENTS FOR PROMOTION FROM LTJG THROUGH CAPTAIN                                      |
| — | — | — | — | — | 4. THE HANDLING OF MINORITY PROBLEMS WITHIN THE NAVY  |
| — | — | — | — | — | 5. BEING ORDERED TO THE NAVAL POST-GRADUATE SCHOOL  |
| — | — | — | — | — | 6. COMPARING YOURSELF WITH CONTEMPORARIES IN CIVILIAN LIFE INSOFAR AS "GETTING AHEAD"   |



PAST, PRESENT, OR FUTURE  
EFFECT ON CAREER INTENT

(-- ) ( - ) ( 0 ) ( + ) (++)

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| — | — | — | — | — | 7. IF PASS/FAIL WRITTEN EXAMINATIONS WERE REQUIRED TO SHOW BASIC ACCUMULATION OF KNOWLEDGE NECESSARY FOR SURFACE OFFICERS IN THE NEXT RANK |
| — | — | — | — | — | 8. THE NAVY EXCHANGE   |
| — | — | — | — | — | 9. IF BAQ IS MADE AVAILABLE TO <u>ALL</u> OFFICERS AFLOAT  |
| — | — | — | — | — | 10. THE SPOT PROMOTION PROGRAM   |
| — | — | — | — | — | 11. THE EFFECT OF YOUR FORMER COMMANDING OFFICERS  |
| — | — | — | — | — | 12. IF THE SURFACE WARFARE SCHOOL WERE UPGRADED AND MADE MANDATORY FOR ALL NEWLY COMMISSIONED SURFACE OFFICERS                             |
| — | — | — | — | — | 13. OFFICER LIVING CONDITIONS ABOARD SHIP  |
| — | — | — | — | — | 14. IF TWICE PASSED OVER COMMANDERS AND CAPTAINS WERE FORCED OUT BY "UP OR OUT" LEGISLATION  |
| — | — | — | — | — | 15. YOUR WIFE'S OPINION OF THE SURFACE NAVY  |
| — | — | — | — | — | 16. THE FACT THAT SURFACE OFFICERS DO NOT RECEIVE ADDITIONAL PAY COMPARABLE TO FLIGHT PAY  |
| — | — | — | — | — | 17. THE PRESENT OPPORTUNITY FOR ACCELERATED PROMOTION  |
| — | — | — | — | — | 18. THE EFFECT OF YOUR FORMER DEPARTMENT HEADS   |
| — | — | — | — | — | 19. THE IMAGE OF THE SURFACE NAVY AS PRESENTED BY CIVILIAN AND GOVERNMENT NEWS MEDIA   |
| — | — | — | — | — | 20. THE COMMISSARY   |
| — | — | — | — | — | 21. IF COURSES OF STUDY (CORRESPONDENCE OR SCHOOL) WERE REQUIRED FOR EACH RANK   |





PAST, PRESENT, OR FUTURE  
EFFECT ON CAREER INTENT

(-- ) ( - ) ( 0 ) ( + ) (++)

—	—	—	—	—	22. TIME AWAY FROM HOMEPORT
—	—	—	—	—	23. ENLISTED REENLISTMENT STANDARDS
—	—	—	—	—	24. OVERALL QUALITY OF SHIPS AND EQUIP- MENT IN THE SURFACE NAVY
—	—	—	—	—	25. THE EFFECT OF "Z" GRAMS
—	—	—	—	—	26. IF THE ACCELERATED PROMOTION CEILING WERE REMOVED
—	—	—	—	—	27. MEDICAL BENEFITS
—	—	—	—	—	28. THE PRESENT OR FUTURE OPPORTUNITY FOR COMMAND AT SEA AT ALL LEVELS
—	—	—	—	—	29. YOUR PERCEPTION OF MINORITY OPPORTU- NITY FOR PROMOTION, EDUCATION, OR BILLETS
—	—	—	—	—	30. THE EFFECT OF YOUR NAVY PEERS
—	—	—	—	—	31. UNEXPECTED DEPLOYMENT OR BUPERS ORDERS
—	—	—	—	—	32. PEACETIME BUDGET CONSTRAINTS
—	—	—	—	—	33. IF ALMOST ALL INSPECTIONS WERE UNANNOUNCED
—	—	—	—	—	34. CIVILIAN OPINION OF THE NAVY
—	—	—	—	—	35. THE IMAGE OF THE SURFACE NAVY AS COM- PARED WITH THE AVIATION AND SUB- MARINE BRANCHES
—	—	—	—	—	36. FINANCIAL SECURITY OFFERED BY THE NAVY
—	—	—	—	—	37. OPPORTUNITY FOR ASSIGNMENTS AS EXECU- TIVE OFFICER OR COMMANDING OFFICER AS A LCDR COMPARED WITH FIVE OR MORE YEARS AGO
—	—	—	—	—	38. ADVANCE NOTICE OF DEPLOYMENT OR BUPERS ORDERS



PAST, PRESENT, OR FUTURE  
EFFECT ON CAREER INTENT

(-- ) ( - ) ( 0 ) ( + ) (++)

—	—	—	—	—	39. ADEQUACY OF PRE-TRAINING FOR BILLETS YOU HAVE HELD
—	—	—	—	—	40. IF TENURE FOR LCDR'S IS REMOVED
—	—	—	—	—	41. IF BEER AND/OR WINE WERE AVAILABLE AND REGULATED ONBOARD SHIPS
—	—	—	—	—	42. CONSISTENCY OR INCONSISTENCY OF SUPERIORS
—	—	—	—	—	43. IF THE ACCELERATED PROMOTION CEILING WERE 5% OR LESS
—	—	—	—	—	44. IF COMMANDING OFFICERS WERE OFFICIAL- LY RATED BY THEIR SUBORDINATE OFFICERS WITH THE REPORT GOING ONLY TO THE COMMANDING OFFICER REPORTED UPON
—	—	—	—	—	45. HAVING TO EARN THROUGH DILIGENT EF- FORT A SURFACE WARFARE DESIGNATOR WITH ACCOMPANYING INSIGNIA
—	—	—	—	—	46. IF ONE COULD EXPECT TO CHANGE LOCA- TIONS EVERY THREE YEARS, FOR EXAMPLE, A THREE YEAR SEA OR SHORE TOUR
—	—	—	—	—	47. THE PRESENT OR PERCEIVED FUTURE OPPORTUNITY FOR SELECTION TO LCDR AND COMMANDER
—	—	—	—	—	48. THE OPPORTUNITY FOR ACCOMPANIED OVER- SEAS SEA/SHORE DUTY
—	—	—	—	—	49. IF ONE COULD EXPECT TO REMAIN IN ONE LOCAL CONUS AREA FOR A MINIMUM OF FOUR YEARS, FOR EXAMPLE, A TWO YEAR SEA TOUR, FOLLOWED BY A TWO YEAR SHORE TOUR
—	—	—	—	—	50. IF OOD'S HAD TO BE APPROVED BY A LOCAL BOARD IN ADDITION TO COMMAND- ING OFFICER APPROVAL
—	—	—	—	—	51. THE AVAILABILITY OF SUITABLE NAVY QUARTERS ASHORE FOR BACHELORS OR FAMILIES



PAST, PRESENT, OR FUTURE  
EFFECT ON CAREER INTENT

(-- ) ( - ) ( 0 ) ( + ) ( ++ )

- |                               |  |
|-------------------------------|--|
| —      —      —      —      — | 52. IF THE LINEAL LIST WERE ADJUSTED BY PERFORMANCE FOR EACH GROUP OF OFFICERS PROMOTED AT THE SAME TIME   |
| —      —      —      —      — | 53. IF THE NEW RETIREMENT PROPOSALS ARE MADE LAW. THESE ARE OUTLINED IN <u>COMMANDER'S DIGEST</u> ISSUES OF 26 OCTOBER AND 7 DECEMBER 1972. SOME HIGHLIGHTS ARE: INTEGRATION OF SOCIAL SECURITY AND RETIREMENT BENEFITS AT AGE 65; PROVIDE PAYMENT TO VOLUNTARY AND INVOLUNTARY SEPARTEES BEFORE THEY ATTAIN RETIREMENT ELIGIBILITY: MULTIPLIER FOR RETIREMENT WILL STAY AT 2-1/2% PER YEAR, BUT, INCREASE TO 3% PER YEAR FROM 25 TO 30 YEARS; HOWEVER, THOSE RETIRING WITH LESS THAN 30 YEARS WILL NOT RECEIVE THE FULL ANNUITY UNTIL THE TIME THEY WOULD HAVE REACHED 30 YEARS OF SERVICE, BUT WILL INSTEAD RECEIVE FROM 0 TO 15% LESS IN AN IMMEDIATE ANNUITY BASED ON A TRANSITION PROVISION (APPLIES TO ALL SERVING PRIOR TO LAW'S ENACTMENT); RETIRED PAY WOULD BE BASED ON THE HIGHEST ONE-YEAR AVERAGE BASIC PAY; THERE WOULD BE A SAVE PAY PROVISION. |

ANY PERTINENT COMMENTS ON THE ABOVE QUESTION IN ADDITION TO THE INDICATION OF CAREER EFFECT ARE ENCOURAGED.  
PLEASE WRITE ON THE BACK OF THIS PAGE.

PLEASE ANSWER THE FOLLOWING QUESTIONS WITH A FEW SHORT WORDS OR SENTENCES.

IF THERE WERE ONE CHANGE YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?

WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?



SURFACE WARFARE OFFICER SURVEY

HAVE YOU RETURNED YOUR COMPLETED SURFACE WARFARE OFFICER QUESTIONNAIRE? IF NOT, PLEASE RETURN IT AS SOON AS POSSIBLE.

IF YOU HAVE LOST YOUR COPY, OR KNOW OF SOMEONE THAT HAS BEEN OVERLOOKED, PLEASE PICK UP ANOTHER COPY IN THE MANAGEMENT CURRICULAR OFFICE, ROOM 219, INGERSOLL HALL.

PLACE YOUR QUESTIONNAIRE IN THE BOXES MARKED SURFACE WARFARE SURVEY LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. LATE RETURNS SHOULD BE ADDRESSED TO SMC 1174.

THANK YOU FOR YOUR COOPERATION!





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RUN NAME
FILE NAME
VARIABLE LIST
# OF CASES
INPUT FORMAT
PRINT FCRMATS
MISSING VALUES
VAR LABELS

FINAL RUN
SURFACE WARFARE SURVEY
VAR001 TO VAR073
162
FIXED (10X,8F1.0,12F2.0/10X,53F1.0)
CARD
VAR001 TO VAR073(0)
VAR001 TO VAR073(0)
VAR001,PRESENT DESIGNATOR/
VAR002,YEAR GRUPO/
VAR003,COMMISSION SOURCE/
VAR004,PRESENT RANK/
VAR005,ETHNIC GROUP/
VAR006,MARITAL STATUS/
VAR007,NAV PG PROGRAM/
VAR008,CAREER INTENTIONS/
VAR009,OPPORTUN OUTDOOR, TRAVEL,ADVENTURE/
VAR010,OPPORTUN INCR MANGERIAL RESPONS/
VAR011,PERSONS,ABIL AND ACCOMP, I RESPECT/
VAR012,OPPORTUN ADVANCE EDUCAT,TRAINING,GROWTH/
VAR013,PRCMOTE NAT,HUMAN INTARIAN CEJECTIVES/
VAR014,SOC AND CULTURAL ACTIVITIES/
VAR015,HOM LIFE,COMMUNITY AFFAIRS/
VAR016,JOB SECUR,PERS PRACTICES,RETIREMENT/
VAR017,FRIENDSHIPS,SHARING VAL,INTERESTS/
VAR018,OPPORTUN INVESTIGATE,TRY IDEAS/
VAR019,CARRY OUT PLANS CRDERLY ORGANIZATION/
VAR020,POSITION OF PRESTIGE,RECOGNITION/
VAR021,EXECUTIVE OFFICERS/
VAR022,SEA PAY/
VAR023,PRESENT TIME IN GRADE REQUIRED/
VAR024,MINORITY PROBLEMS/
VAR025,NAV PG SCHOOL ORDERS/
VAR026,CCMPARE WITH CIVILIANS/
VAR027,EXAMS FOR EACH RANK/
VAR028,NAVY EXCHANGE/
VAR029,BAQ,ALL AFLCAT OFFICERS/
VAR030,SPOT PROMOTION PROGRAM/
VAR031,COMMANDING OFFICERS/
VAR032,SURFACE WARFARE SCHOOL/
VAR033,OFFICER LIVING CONDITION SHIPS/
VAR034,UP UR OUT LEGISLATION/
VAR035,WIFE'S OPINION/
VAR036,ADDCIT PAY COMPAR TO FLT PAY/
VAR037,OPPORTUN ACCEL PRCMOTION/
VAR038,DEPARTMENT HEADS/
VAR039,NEWS MEDIA/
VAR040,COMMISSARY/

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VAR041, REQUIRED COURSES/  
 VAR042, TIME AWAY HOMEPORTR/  
 VAR043, ENL REENLIST STANDARDS/  
 VAR044, QUAL OF SHIPS, EQUIPMENT/  
 VAR045, Z GRAMS/  
 VAR046, ACCEL PROM CEILING REMOVED/  
 VAR047, MEDICAL BENEFITS/  
 VAR048, PRES, FUTURE OPPORTUN FOR CCMAND/  
 VAR049, MINORITY OPPORTUN PROM ETC./  
 VAR050, NAVY PEERS/  
 VAR051, UNEXP DEPLOYMENT OR ORDERS/  
 VAR052, PEACETIME BUDGET CCNSTRANTS/  
 VAR053, UNANNOUNCED INSPECTIONS/  
 VAR054, CIVILIAN OPINION/  
 VAR055, COMPAR SURF WITH SUB AND AIR/  
 VAR056, FINANCIAL SECURITY/  
 VAR057, EXEC CR CO OPPORTUN AS LCDR/  
 VAR058, ADVANCE NOTICE DEPLOY OR CRDERS/  
 VAR059, ADEQUACY OF PRE-TRAINING/  
 VAR060, TENURE LCDR'S REMOVED/  
 VAR061, BEER, WINE ON SHIPS/  
 VAR062, CONSISTENCY, INCONSISTENCY OF SUPERIORS/  
 VAR063, ACCEL PROM CEILING LESS 5 PERCENT/  
 VAR064, CO RATED BY SUBORDINATES/  
 VAR065, SURFACE WARFARE DESIGNATOR/  
 VAR066, THREE YEAR ROTATION LCDR/  
 VAR067, OPPORTUN SELECT TO LCDR/  
 VAR068, OPPORTUN OVERSEA DUTY/  
 VAR069, FOUR YEARS ONE CCNUS AREA/  
 VAR070, BOARD APPROVAL OF OOD'S /  
 VAR071, NAVY QUARTERS AVAILABILITY/  
 VAR072, LINEAL LIST ADJUSTMENT/  
 VAR073, NEW RETIREMENT PROPOSALS  
 VAR001 (1)1100(2)1110(3)1105(4)1115(5)OTHER/  
 VAR002 (1)65(2)66(3)67(4)68(5)69(6)70(7)71(8)72/  
 VAR003 (1)NAV.ACAD.(2)NROTC(3)OCS(4)NESEP(5)OTHER/  
 VAR004 (1)ENSGN(2)LTJG(3)LT(4)LCDR SELECTEE/  
 VAR005 (1)WHITE(2)BLACK(3)OTHER MINORITY/  
 VAR006 (1)MARRIED(2)SINGLE(3)DIVORCED OR SEP/  
 VAR007 (1)BACCALAUREATE(2)MASTER'S(3)ENGINEER'S(4)PHC/  
 VAR008 (1)MIN OBL SER(2)UNDECIDED (3)REM OVER 10(4)REM ONLY 20  
 (5)REM OVER 20(6)REM MAXIMUM/  
 VAR009 TO VAR020 (1)FIRST(2)SECOND(3)THIRD(4)FOURTH(5)FIFTH  
 (6)SIXTH(7)SEVENTH(8)EIGHTH(9)NINTH(10)TENTH(11)ELEVENTH  
 (12)TWELFTH/  
 VAR021 TO VAR073 (1)STRONG NEG(2)SLIGHT NEG (3)NO EFFECT  
 (4)SLIGHT POS(5)STRONG POS  
 VAR001 TO VAR008

# VALUE LABELS

CODEBOOK



READ	INPUT DATA
0011	23331116070306020405090110081211
0012	453343343344233343332234533323232545513331153451532
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0032	43234333435343534353433145453331232354542324422533454
0041	22141126090201050307121106041008
0042	23345523334544525523230444524531432345421112531441541
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0052	44245354455534525345534343423332432424434334542432341
0061	22131125110108030907100502040612
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0072	5531451555344531335123123542311233535313235153553541
0081	2313112610060905040807011031202
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0091	23331124080409030711120110050602
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0101	21231126040203051011120906010807
0102	3313233341345511323232255453421231454253214452524452
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0192	53324544555435025424344244543431334354532323534342542
0201	46331126070410080509120102110603
0202	432245333454425255344332353532242524422423542332442
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0221	23131222080405030211070106101209
0222	25404411555035023431230355544232413534545235335041545
0231	13131124050307020912110104100806
0232	3433534344335333434222213533323133543215231344351324
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43222541405442424524113322552311234454421223441541412
TABLES=VAR001 BY VAR002/VAR003 BY VAR002/VAR006 BY VAR002/
VAR008 BY VAR002
VAR009 TO VAR073
5
ALL
VARIABLES=VAR021 TO VAR073/
NFACTORS = 11/ITERATE = 99/
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2,4,6
(VAR006 EQ 2)
(1,3)/VAR008(1,6)/
BY VAR006

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VAR029  
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CODEBOOK  
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STATISTICS  
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# APPENDIX B

## FREQUENCY TABLES AND MATRICES FOR VARIABLES 001 THROUGH 008

VARIABLE	VAR001	PRESENT DESIGNATOR	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
VALUE LABEL							
1100			1.	27	16.7	16.7	16.7
1110			2.	127	78.4	78.4	95.1
1105			3.	3	1.9	1.9	96.9
1115			4.	5	3.1	3.1	100.0
			0.	0	C.0	MISSING	100.0
			TOTAL	162	100.0	100.0	100.0
VALID OBSERVATIONS =				162			
MISSING OBSERVATIONS =				0			



VARIABLE      VAR002      YEAR GROUP

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
65	1.	20	12.3	12.3	12.3
66	2.	26	16.0	16.0	28.4
67	3.	37	22.8	22.8	51.2
68	4.	31	19.1	19.1	70.4
69	5.	26	16.0	16.0	86.4
70	6.	9	5.6	5.6	92.0
72	8.	13	8.0	8.0	100.0
	0.	C	C.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID CBSEVAT ICNS - 162  
MISSING OBSERVAT ICNS - 0



VARIABLE      VAR003      CCMMISSION SOURCE

VALUE LABEL

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ. FREQ (PERCENT)
1.	60	37.0	37.0	37.0
2.	30	18.5	18.5	55.6
3.	31	19.1	19.1	74.7
4.	28	17.3	17.3	92.0
5.	13	8.0	8.0	100.0
0.	0	0.0	MISSING	100.0
TOTAL	162	100.0	100.0	100.0

VALID CBSEVATICNS - 162  
MISSING CBSEVATICNS - 0



VARIABLE      VAR004      PRESENT RANK

VALUE LABEL

ENSIGN

LTJG

LT

LCDR SELECTEE

VALID      OBSERVATIONS -  
MISSING      OBSERVATIONS -

162  
0

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
1.	13	8.0	8.0	8.0
2.	4	2.5	2.5	10.5
3.	136	84.0	84.0	94.4
4.	5	5.6	5.6	100.0
0.	0	C.C	MISSING	100.0
TOTAL	162	100.0	100.0	100.0





VARIABLE      VAR005      ETHNIC GROUP

VALUE LABEL

WHITE

BLACK

CTHER MINORITY

VALID      OBSERVATIONS      -      162  
MISSING      OBSERVATIONS      -      0

VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
1.	158	97.5	97.5	97.5
2.	2	1.2	1.2	98.8
3.	2	1.2	1.2	100.0
0.	0	0.0	MISSING	100.0
TOTAL	162	100.0	100.0	100.0



VARIABLE      VAR006      MARITAL STATUS

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
MARRIED	1.	125	77.2	77.2	77.2
SINGLE	2.	33	20.4	20.4	97.5
DIVORCED OR SEP	3.	4	2.5	2.5	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID      CBSERVAT ICNS      -      162  
MISSING      CBSERVAT ICNS      -      0



VARIABLE      VAR007      NAV FG PROGRAM

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
BACCALAUREATE	1.	7	4.3	4.3	4.3
MASTER'S	2.	148	91.4	91.4	95.7
ENGINEER'S	3.	5	3.1	3.1	98.8
PHD	4.	2	1.2	1.2	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID    OBSERVATIONS -    162  
MISSING    OBSERVATIONS -    0





VARIABLE      VAR008      CAREER INTENTIONS

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
MIN OBL SER	1.	4	2.5	2.5	2.5
UNDECIDED	2.	37	22.8	22.8	25.3
REM ONLY 20	4.	54	33.3	33.3	58.6
REM OVER 20	5.	37	22.8	22.8	81.5
REM MAXIMUM	6.	30	18.5	18.5	100.0
	0.	0	0.0	MISSING	100.0
TOTAL		162	100.0	100.0	100.0

VALID CBSEVATIONS - 162  
MISSING CBSEVATIONS - 0



[illegible][illegible]



\*\* \*\* VAR003 \*\* \*\* COMMISSION SOURCE \*\* \*\* C R O S S T A B U L A T I O N C F YEAR GROUP \*\* \*\* \*\*  
 \*\* \*\* \*\* \*\*

VAR002									
COUNT	165	66	67	68	69	70	72	RCW	TOTAL
ROW PCT	1	2	3	4	5	6	8		
CCL PCT	1	13	13	12	6	0	7		
TOT PCT	1	21.7	21.7	20.0	10.0	0.0	11.7		60
VAR003	9	50.0	35.1	38.7	23.1	0.0	53.8		37.0
NAV.ACAD.	5.6	8.0	8.0	7.4	3.7	0.0	4.3		
NROTC	2	5	6	7	3	2	5		30
	6.7	16.7	20.0	23.3	10.0	6.7	16.7		18.5
	10.0	19.2	16.2	22.6	11.5	22.2	38.5		
	1.2	3.1	3.7	4.3	1.9	1.2	3.1		
GCS	4	3	8	4	6	5	1		31
	12.9	9.7	25.8	12.9	19.4	16.1	3.2		19.1
	20.0	11.5	21.6	12.9	23.1	55.6	7.7		
	2.5	1.9	4.9	2.5	3.7	3.1	0.6		
NESEP	4	3	7	5	7	2	0		28
	14.3	10.7	25.0	17.9	25.0	7.1	0.0		17.3
	20.0	11.5	13.9	16.1	26.9	22.2	0.0		
	2.5	1.9	4.3	3.1	4.3	1.2	0.0		
CTHER	1	2	3	3	4	0	0		13
	7.7	15.4	23.1	23.1	30.8	0.0	0.0		8.0
	5.0	7.7	8.1	9.7	15.4	0.0	0.0		
	0.6	1.2	1.9	1.9	2.5	0.0	0.0		
COLUMN TOTAL	20	26	37	31	26	9	13		162
	12.3	16.0	22.8	19.1	16.0	5.6	8.0		100.0













## APPENDIX C

### HISTOGRAMS AND STATISTICS FOR VARIABLES 009 THROUGH 073

To generate the proper question number when referring to the questionnaire (Appendix A) for questions one through 53, simply subtract 20 from the variable number. For example, variable 044 is question 24 in the questionnaire.



VARIABLE	VAR009	CFPCRTUN UUTCOR, TRAVEL, ADVENTURE
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13083 (11) 2008年11月11日

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8. 9.3 pCT (15)

9. 按此法可求得各点的坐标，如表 17 所示。

I  
I  
TWELFTH

1247.1 (2) 1

Year	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030																																							
1970	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100

1.000	STD DEV	3.507	VARIANCE	12.298
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VARIABLE VARIABLE PERSONS, ABIL AND ACCOMP, I RESPECT

CODE

1. FIRST ( 10) 6.2 PCT  
2. SECOND ( 9) 5.6 PCT  
3. THIRD ( 18) 11.1 PCT  
4. FOURTH ( 13) 8.0 PCT  
5. FIFTH ( 16) 9.5 PCT  
6. SIXTH ( 18) 11.1 PCT  
7. SEVENTH ( 19) 11.7 PCT  
8. EIGHTH ( 14) 8.6 PCT  
9. NINTH ( 23) 14.2 PCT  
10. TENTH ( 8) 4.9 PCT  
11. ELEVENTH ( 6) 3.7 PCT  
12. TWELFTH ( 6) 3.7 PCT  
C: (MISSING) ( 2) 1.2 PCT

FREQUENCY 5 10 15 20 25 30 35 40 45 50

STATISTICS..

MEAN 6.200 STD ERROR 0.234 MEDIAN 6.278  
MODE 5.000 STD DEV 2.561 VARIANCE 8.765  
KURTOSIS -0.895 SKEWNESS 0.010 RANGE 11.000  
MINIMUM 1.000 MAXIMUM 12.000  
VALID OBSERVATIONS = 160  
MISSING OBSERVATIONS = 2



VARIABLE VAR12 OPPORTUN ADVANCE EDUCA, TRAINING, GROWTH

CODE

1.	FIRST	( 17)	10.5 PCT	( 30)	18.5 PCT
2.	SECOND				
3.	THIRD	( 23)	14.2 PCT		
4.	FOURTH	( 17)	10.5 PCT		
5.	FIFTH	( 15)	11.7 PCT		
6.	SIXTH	( 14)	9.8 PCT		
7.	SEVENTH	( 15)	9.5 PCT		
8.	EIGHTH	( 4)	2.5 PCT		
9.	NINTH	( 6)	3.7 PCT		
10.	TENTH	( 9)	5.6 PCT		
11.	ELEVENTH	( 5)	3.1 PCT		
12.	TWELFTH	( 1)	0.6 PCT		
0.	(MISSING)	( 2)	1.2 PCT		
FREQUENCY					
		5	10	15	20
		25	30	35	40
		45	50		

STATISTICS..

MEAN	4.691	STD ERGR	0.225	MEDIAN	4.088
MCLE	2.000	STD DEV	2.848	VARIANCE	8.108
KURTOSIS	-0.455	SKEWNESS	0.686	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		
VALID OBSERVATIONS =	169				
MISSING OBSERVATIONS =	2				

















VARIABLE	VAR016	JOB SECUR,PERS PRACTICES,RETIREMENT																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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VARIABLE VAR018 CFCRTUN INVESTIGATE,TRY IDEAS

CCODE

1.	FIRST	( 11)	6.8 PCT	
2.	SECCNC	( 14)	8.6 PCT	
3.	THIRD	( 17)	10.5 PCT	
4.	FOURTH	( 17)	10.5 PCT	
5.	FIFTH	( 15)	9.3 PCT	
6.	SIXTH	( 20)	12.3	
7.	SEVENTH	( 20)	12.3	
8.	EIGHTH	( 14)	8.6 PCT	
9.	NINTH	( 10)	6.2 PCT	
10.	TENTH	( 12)	7.4 PCT	
11.	ELEVENTH	( 0)	3.7 PCT	
12.	TWELFTH	( 4)	2.5 PCT	
0.	(MISSING)	( 2)	1.2 PCT	
FREQUENCY				
0	1	2	3	4
1	2	3	4	5
2	3	4	5	6
3	4	5	6	7
4	5	6	7	8
5	6	7	8	9
6	7	8	9	10
7	8	9	10	11
8	9	10	11	12
9	10	11	12	13
10	11	12	13	14
11	12	13	14	15
12	13	14	15	16
13	14	15	16	17
14	15	16	17	18
15	16	17	18	19
16	17	18	19	20

STATISTICS..

MEAN	5.606	STD ERROR	C.233	MEDIAN	5.800
MODE	7.000	STD DEV	2.947	VARIANCE	8.686
KURTOSIS	-0.867	SKEWNESS	C.174	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		
VALID OBSERVATIONS -	160				
MISSING OBSERVATIONS -	2				













333

\*\*\*\*\* ( 5 )  
I STRONG NEG 3.1 PCT

1 \*\*\*\*\* ( 31) 15.1 PCT  
I SLIGHT NEG

I	NC EFFECT	( 40)	24.7 PCT
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1 \*\*\*\*\* SLIGHT POS \*\*\*\*\* ( 62) 38.3 PCT

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I  ****  ( 20) 12.3 PCT
I  ****  STRENG PCS

```

\*\*\*\*\* ( 4) 2.5 PCT

FREQUENCY

100  
90  
80  
70  
60  
50  
40  
30  
20  
10

## STATISTICS..

MEAN 3.386

4.000

KURTCIS -0.679

MINIMUM 1.000

VALID	CBSERVATION	-	158
MISSING	CBSERVATION	-	4

STC ERROR	0.083
STD DEV	1.039
SKEWNESS	-0.310
MAXIMUM	5.000

MEDIAN	3.548
VARIANCE	1.079
RANGE	4.000



VARIABLE	VAR022	SEA PAY
CODE		
1.	1.9 PCT	
2.	0.6 PCT	
3.	29.0 PCT	
4.	17.3 PCT	50.6 PCT
5.		
(MISSING)		
STATISTICS..		
MEAN	3.814	3.860
MODE	4.000	0.628
KURTOSIS	1.392	4.000
MINIMUM	1.000	
VALID OBSERVATIONS -	161	
MISSING OBSERVATIONS -	1	













CCCE

1. \*\*\*\*\* ( 2) 1.9 PCT  
STRONG NEG

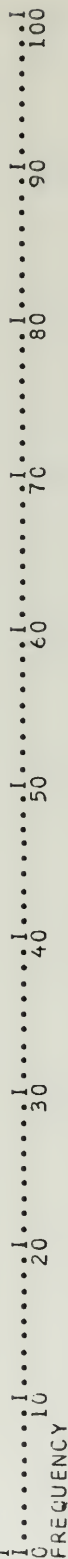
2. \*\*\*\*\* ( 2) 1.9 PCT  
SLIGHT NEG

3. \*\*\*\*\* ( 24) 14.8 PCT  
NO EFFECT

4. \*\*\*\*\* SLIGHT PCS

5. \*\*\*\*\* STRONG PCS ( 53) 32.7 PCT

0. \*\*\*\*\* ( 1) 0.6 PCT  
(MISSING)



STATISTICS..

MEAN	4.087	STD ERROR	0.067	MEDIAN	4.147
MCCE	4.000	STD DEV	0.847	VARIANCE	0.717
KURTOSIS	1.884	SKEWNESS	-1.094	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS =	161				
MISSING OBSERVATIONS =	1				







[illegible]













CODE

3. NO EFFECT ( 6) 18.2 PCT

4. SLIGHT PCS ( 9) 27.3 PCT

5. STRONG PCS

(MISSING) ( 0) 0.0 PCT

( 18) 54.5

FREQUENCY 2 4 6 8 10 12 14 16 18 20

STATISTICS..

MEAN	4.364	STD ERROR	0.156	MEDIAN	0.0
MODE	5.000	STD DEV	0.783	VARIANCE	0.614
KURTOSIS	-0.962	SKEWNESS	-0.727	RANGE	2.000
MINIMUM	3.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	33				
MISSING OBSERVATIONS -	0				



VARIABLE	VAR030	SFCT PROMOTION PROGRAM
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
18	1	1
19	1	1
20	1	1
21	1	1
22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
29	1	1
30	1	1
31	1	1
32	1	1
33	1	1
34	1	1
35	1	1
36	1	1
37	1	1
38	1	1
39	1	1
40	1	1
41	1	1
42	1	1
43	1	1
44	1	1
45	1	1
46	1	1
47	1	1
48	1	1
49	1	1
50	1	1
51	1	1
52	1	1
53	1	1
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81	1	1
82	1	1
83	1	1
84	1	1
85	1	1
86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

3303

1. I \*\*\* ( 3) 1.9 PCT  
I STRONG NEG

2. I \*\*\*\*\* ( 10) 0.2 PCT  
I SLIGHT NEG

3. I NC EFFECT ( 40) 24.7 PCT

1 4. I SLIGHT PCS ( 75) 46.3 PCT

5. I STRONG PQS ( 32) 19.8 PCT

	*** (	2)	1.2 PCT
G;			
(MISSING)			

1  
0  
FREQUENCY  
1C  
2C  
30  
40  
50  
60  
70  
80  
90  
100

## STATISTICS..

MEAN	3.769	STD ERROR	C.072	MEDIAN	3.860
MODE	4.000	STD DEV	0.906	VARIANCE	C.82C
KURTOSIS	0.403	SKEWNESS	-C.650	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS - MISSING OBSERVATIONS -	160 2				









CCDE

1.  $I_{**}$  (1) 0.6 PCT.

2. I \*\*\*\*\* ( 7 ) 4.3 PCT  
I SLIGHT NEG

3. I \*\*\*\*\* NO EFFECT \*\*\*\*\* ( 71) 43.8 PCT

4. I \*\*\*\*\* SLIGHT POS \*\*\*\*\* ( 56) 34.6 PCT

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5.  | ***** ( 22) 13.6 PCT
    | STRONG PCS

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(MISSING)	0.	I ****	(	5)	3.1 PCT
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[illegible]

## STATISTICS..

MEAN 3.58C

3.000 MCDE

KURTCSIS  
-0.189

MINIMUM 1.000

STC ERRGR 0.065

STD DEV C.310

0.104  
SKEWNESS

MAXIMUM 5.000

MEDIAN 3.493

VARIANCE	0.655
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RANGE 4.000

VALID	CBSERVAT	CNS	-	157
MISSING	CBSERVAT	CNS	-	5

1575



VARIABLE	VAR033	OFFICER LIVING CCNDITION SHIPS
CCCE	I	
1.	***** ( 4)	2.5 PCT
	I	STRONG NEG

CCCE  
1  
1. \*\*\*\*\* ( 4) 2.5 pct  
1 STRONG NEG

1. \*\*\*\*\* ( 4 ) 2.5 PCT  
I I STRONG NEG

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1 ***** ( 37) 22.8 PCT
2. I ***** ( 37) 22.8 PCT
   I ***** ( 37) 22.8 PCT
     SLIGHT NEG

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3. I NC EFFECT ( 82) 50.6 PCT

4. I SLIGHT POS ( 37) 22.8 PCT

5. \*\*\* ( 1.2 PCT  
I STRCNG PCS

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100

100  
90  
80  
70  
60  
50  
40  
30  
20  
10  
FREQUENCY

MEAN	2.975	STD ERROR	0.061	MEDIAN	2.988
WCCE	3.000	STD DEV	0.780	VARIANCE	0.608
KURTOSIS	-0.148	SKEWNESS	-0.115	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS =	162
MISSING OBSERVATIONS =	0









VARIABLE	VAR035	WIFE'S OPINION
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
20	20	20
21	21	21
22	22	22
23	23	23
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26	26	26
27	27	27
28	28	28
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30	30	30
31	31	31
32	32	32
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34	34	34
35	35	35
36	36	36
37	37	37
38	38	38
39	39	39
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42	42	42
43	43	43
44	44	44
45	45	45
46	46	46
47	47	47
48	48	48
49	49	49
50	50	50
51	51	51
52	52	52
53	53	53
54	54	54
55	55	55
56	56	56
57	57	57
58	58	58
59	59	59
60	60	60
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62	62	62
63	63	63
64	64	64
65	65	65
66	66	66
67	67	67
68	68	68
69	69	69
70	70	70
71	71	71
72	72	72
73	73	73
74	74	74
75	75	75
76	76	76
77	77	77
78	78	78
79	79	79
80	80	80
81	81	81
82	82	82
83	83	83
84	84	84
85	85	85
86	86	86
87	87	87
88	88	88
89	89	89
90	90	90
91	91	91
92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

CODE

[illegible]

## STATISTICS..

MEAN	3.445	STD ERROR	0.089	MEDIAN	3.538
MODE	4.000	STD DEV	1.077	VARIANCE	1.159
KURTOSIS	-0.125	SKEWNESS	-0.523	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	146				
MISSING OBSERVATIONS -	16				



VARIABLE VAR036 ADDIT PAY COMPAR TO FLT PAY

CCODE

1. \*\*\*\*\* ( 15) 9.3 PCT  
STRUNG NEG  
2. \*\*\*\*\* ( 73) 45.1 PCT  
SLIGHT NEG  
3. \*\*\*\*\* ( 67) 41.4 PCT  
NO EFFECT

4. \*\*\*\*\* ( 4) 2.5 PCT  
SLIGHT POS

5. \*\*\*\*\* ( 1) 0.6 PCT  
STRCNG PCS

0. \*\*\*\*\* ( 2) 1.2 PCT  
(MISSING)

FREQUENCY 10 20 30 40 50 60 70 80 90 100

STATISTICS..

MEAN 2.394 STD ERRGR 0.057 MEDIAN 2.390  
MCDE 2.000 STD DEV 0.719 VARIANCE 0.517  
KURTOSIS 0.320 SKEWNESS 0.070 RANGE 4.000  
MINIMUM 1.000 MAXIMUM 5.000

VALID OBSERVATIONS - 160  
MISSING OBSERVATIONS - 2



VARIABLE	VARC37	CPPORTUN	ACCEL	PROMOTION
CCDE				
1.	1	1	1	1
	STRONG NEG			
2.	1	1	1	1
	SLIGHT NEG			
3.	1	1	1	1
	NC EFFECT			
4.	1	1	1	1
	SLIGHT POS			
5.	1	1	1	1
	STRONG POS			
6.	1	1	1	1
	(MISSING)			
STATISTICS..				
MEAN	2.217	STD ERROR	0.086	MEDIAN
MCDE	4.000	STD DEV	1.094	VARIANCE
KURTOSIS	-0.055	SKENNESS	-0.180	RANGE
MINIMUM	1.000	MAXIMUM	5.000	
VALID OBSERVATIONS -				
MISSING OBSERVATIONS -				



VARIABLE	VAR033	DEPARTMENT HEADS
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
20	20	20
21	21	21
22	22	22
23	23	23
24	24	24
25	25	25
26	26	26
27	27	27
28	28	28
29	29	29
30	30	30
31	31	31
32	32	32
33	33	33
34	34	34
35	35	35
36	36	36
37	37	37
38	38	38
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42	42	42
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44	44	44
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51	51	51
52	52	52
53	53	53
54	54	54
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56	56	56
57	57	57
58	58	58
59	59	59
60	60	60
61	61	61
62	62	62
63	63	63
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65	65	65
66	66	66
67	67	67
68	68	68
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70	70	70
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74	74	74
75	75	75
76	76	76
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79	79	79
80	80	80
81	81	81
82	82	82
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84	84	84
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86	86	86
87	87	87
88	88	88
89	89	89
90	90	90
91	91	91
92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

3700

1.  $\frac{1}{4}$  ( 1 ) 0.6 PCT  
1  $\frac{1}{4}$  ( 1 ) 0.6 PCT

2. \*\*\*\*\* ( 9) 5.6 PCT  
I \*\*\*\*\* ( NEG  
I SLIGHT

3. I NC EFFECT ( 52) 32.1 PCT

4. I \*\*\*\*\* SLIGHT PCS \*\*\*\*\* ( 68) 42.0 PCI \*\*\*\*\*

```

1 *** STRONG POS ( 25) 15.4 PCT

```

0. 1 4.3 PCT ( 7 )

(MISSING)

100  
90  
80  
70  
60  
50  
40  
30  
20  
10  
FREQUENCY

## STATISTICS..

MEAN 3.690

4.00C

KURTCIS -0.139

MINIMUM 1.000

VALID	-	155
MISSING	-	7
CBSERVATIONS	-	
CBSERVATIONS	-	

1557

STD ERROR	0.067	MEDIAN	3.728
STD DEV	0.834	VARIANCE	0.696
SKEWNESS	-0.245	RANGE	4.000

STD DEV	C.834	VARIANCE
---------	-------	----------

SKENNESS -C.245 RANGE

MAXIMUM 5.000





VARIABLE	VAR039	NEWS MEDIA
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
12	12	12
13	13	13
14	14	14
15	15	15
16	16	16
17	17	17
18	18	18
19	19	19
20	20	20
21	21	21
22	22	22
23	23	23
24	24	24
25	25	25
26	26	26
27	27	27
28	28	28
29	29	29
30	30	30
31	31	31
32	32	32
33	33	33
34	34	34
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43	43	43
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85	85	85
86	86	86
87	87	87
88	88	88
89	89	89
90	90	90
91	91	91
92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

3303

1. \*\*\*\*\* ( 4 )  
I STRUNG NEG 2.5 PCT

2. I \*\*\*\*\* SLICHT NEC \*\*\*\*\* ( 44 ) 27.2 PCT

### 3. I NC EFFECT

4. I \*\*\*\* ( 14) 8.6 PCT  
I SLIGHT POS

5. I\*\* ( STRONG POS C.6 PCT

0.6 PCT (1) 0.6 PCT

100  
90  
80  
70  
60  
50  
40  
30  
20  
10  
FREQUENCY

## STATISTICS...

MEAN 2.776

3.000

KURTOSIS	0.682
----------	-------

MINIMUM 1.00C

VALID	OBSERVATIONS	161
MISSING <td>---</td> <td>1</td>	---	1

STD ERROR 0.052

STD DEV C.661

SKENNESS  
-C.1115

MAXIMUM 5.000

MEDIAN 2.032

VARIANCE	0.437
----------	-------

RANGE 4.000



VARIABLE	VARQ40	CCMISSARY	CODE
1.	1	5) 3.1 PCT STRONG NEG	
2.	1	7) 4.3 PCT SLIGHT NEG	
3.	1	45) 27.8 PCT AC EFFECT	
4.	1	88) 54.3 PCT SLIGHT PCS	
5.	1	17) 10.5 PCT STRONG POS	
6. (MISSING)	1	0) 0.0 PCT	
FREQUENCY	0	10 20 30 40 50 60 70 80 90 100	

## STATISTICS..

MEAN	3.648	STD ERROR	C.666	MEDIAN	3.773
MODE	4.000	STD DEV	0.845	VARIANCE	C.714
KURTOSIS	1.459	SKEWNESS	-C.936	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID	OBSERVATIONS	-	162
MISSING	OBSERVATIONS	-	0







VARIABLE	VAR042	TIME AWAY HOMEPORT
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
18	1	1
19	1	1
20	1	1
21	1	1
22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
29	1	1
30	1	1
31	1	1
32	1	1
33	1	1
34	1	1
35	1	1
36	1	1
37	1	1
38	1	1
39	1	1
40	1	1
41	1	1
42	1	1
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92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

CCE

1.	STRONG NEG	( 38)	23.5 PCT
2.	SLIGHT NEG	( 55)	34.0 PCT
3.	NO EFFECT	( 56)	34.6 PCT

4. I \*\*\*\*\* ( 7.4 PCT  
I SLIGHT POS 12)

5. 1 1 ( 1 ) 0.6 PCT

0.0 PCT

FREQUENCY

STATISTICS..

MEAN	2.278	STD ERROR	0.073	MEDIAN	2.282
MCDE	3.000	STD DEV	0.927	VARIANCE	0.860
KURTOSIS	-0.658	SKEWNESS	0.173	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -					
MISSING OBSERVATIONS -					
					1620





VARIABLE	VARC43	ENL KEENLIST STANDARDS
----------	--------	------------------------

333

1. \*\*\*\*\* ( 4 )  
I STRONG NEG 2.5 PCT

2. 1 \*\*\*\*\* SLIGHT NEG \*\*\*\*\* ( 55) 34.0 PCT

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3.      I ***** NO EFFECT *****
          I ***** (6+) 39.5 PCT *****

```

4. I \*\*\*\*\* SLIGHT POS \*\*\*\*\* ( 35) 21.6 PCT

5. I \* I ( 1) C. € PCT  
I STRCNG POS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	
(MISSING)	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100

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FREQUENCY

## STATISTICS..

MEAN	2.836	STD ERROR	0.065	MEDIAN	2.820
MCDE	3.000	STD DEV	0.818	VARIANCE	0.669
KURTOSIS	-0.746	SKEWNESS	0.099	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID	CBSERVATIONS	-	159
MISSING	CBSERVATIONS	-	3



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 90  
 80  
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 60  
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 FREQUENCY

STATISTICS..

MEAN	2.352	STD ERROR	0.074	MEDIAN	2.147
MODE	2.000	STD DEV	0.929	VARIANCE	0.863
KURTOSIS	0.506	SKEWNESS	0.960	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	159				
MISSING OBSERVATIONS -	3				



VARIABLE	VAR045	2 GRAMS
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10
11	11	11
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92	92	92
93	93	93
94	94	94
95	95	95
96	96	96
97	97	97
98	98	98
99	99	99
100	100	100

CODE

I \*\*\*\*\* ( 6 )  
I \*\*\*\*\* STRONG NEG 3.7 PCT

I \*\*\*\*\* SLIGHT NEG \*\*\*\*\* ( 33) 20.4 PCT

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I ***** ( 28) 17.3 PCT
I NC EFFECT

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SLIGHT PCS ( 79) 48.8 PCT

\*\*\*\*\*  
I I STRONG PCS ( 15) 9.3 PCT

(1) C.6 PCT

1  
C  
FREQUENCY

## STATISTICS..

MEAN	3.398	STD ERROR	0.081	MEDIAN	3.671
MODE	4.000	STD DEV	1.032	VARIANCE	1.066
KURTOSIS	-0.997	SKEWNESS	-0.544	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID	OBSERVATIONS	161
MISSING	OBSERVATIONS	1













VARIABLE VARNAME PRES,FUTURE OPPORTUN FCP COMMAND

CCCE

1. STRONG NEG ( 9) 5.0 PCT

2. SLIGHT NEG ( 47) 29.0 PCT

3. NC EFFECT ( 24) 14.8 PCT

4. SLIGHT POS ( 51) 31.5 PCT

5. STRONG POS ( 29) 17.9 PCT

C: (MISSING) ( 2) 1.2 PCT

FREQUENCY 10 20 30 40 50 60 70 80 90 100

STATISTICS..

MEAN	3.275	STD ERROR	C.097	MEDIAN	3.500
MODE	4.000	STD DEV	1.225	VARIANCE	1.496
KURTOSIS	-1.201	SKEWNESS	-0.123	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	160				
MISSING OBSERVATIONS -	2				



VARIABLE VAR049 MINORITY OPPORTUN PROM ETC.

CODE

1. \*\*\*\*\* ( 4) 2.5 PCT  
I STRONG NEG  
I  
I  
2. \*\*\*\*\* ( 14) 8.0 PCT  
I SLIGHT NEG  
I  
I  
3. \*\*\*\*\*  
I NC EFFECT  
I  
I  
4. \*\*\*\*\* ( 37) 22.8 PCT  
I SLIGHT POS  
I  
I  
5. \*\*\*\*\* ( 4) 2.5 PCT  
I STRONG POS  
I  
I  
C. \*\*\*\*\* ( 3) 1.9 PCT  
(MISSING) I  
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STATISTICS..

MEAN	3.145	STD ERROR	0.056	MEDIAN	3.115
MODE	3.000	STD DEV	0.710	VARIANCE	0.504
KURTOSIS	1.406	SKEWNESS	-0.214	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	159				
MISSING OBSERVATIONS -	3				









VARIABLE	VAR051	UNEXP DEPLOYMENT OR ORDERS
CCCE		
1.	STRONG NEG	( 33) 20.4 PCT
2.	SLIGHT NEG	( 61) 37.7 PCT
3.	NO EFFECT	( 61) 37.7 PCT
4.	SLIGHT POS	
5.	STRONG POS	
(MISSING)		

# STATISTICS..

STATISTICS..	MEAN	STD ERROR	STD DEV	SKEWNESS	MAXIMUM	MEDIAN	VARIANCE	RANGE
MEAN	2.250					2.270		
STD DEV	2.000					0.717		
KURTOSIS	-0.013					4.000		
MINIMUM	1.000							
VALID OBSERVATIONS =	160							
MISSING OBSERVATIONS =	2							



VARIABLE	VAR052	PEACE TIME BUDGET CONSTRAINTS
----------	--------	-------------------------------

3707

1. \*\*\*\*\* ( 22) 13.6 pct  
I \*\*\*\*\*  
I STRONG NEG

2. I SLIGHT NEG

3. I AC EFFECT ( 45) 27.8 PCT

4. I \*\*\* (SLIGHT) PCS 1.9 PCT

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100

FREQUENCY

## STATISTICS..

MEAN 2.179

NCDE 2.000

KURŦOSIS -C.144

MINIMUM 1.000

VALID	OBSERVATIONS	-	162
MISSING	OBSERVATIONS	-	0

MEDIAN 2.141

VARIANCE	0.458
----------	-------

RANGE 3.000

STD ERROR C.053

STC DEV C.677

SKENNESS 0.129

MAXIMUM 4.000



VARIABLE VAR053 UNANNOUNCED INSPECTIONS

CODE

1. STRCNG NEG

2. SLIGHT NEG

3. NC EFFECT

4. SLIGHT PCS

5. STRCNG PCS

(MISSING) ( 0) 0.0 PCT

FREQUENCY 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50

STATISTICS..

MEAN 2.741

MCUE 3.000

KURTOSIS -C.909

MINIMUM 1.000

VALID OBSERVATIONS - 162

MISSING OBSERVATIONS - 0

STD ERROR 0.091

STD DEV 1.156

SKEWNESS 0.057

MAXIMUM 5.000

MEDIAN 2.755

VARIANCE 1.336

RANGE 4.000



VARIABLE VAR054 CIVILIAN OPINION

CCODE

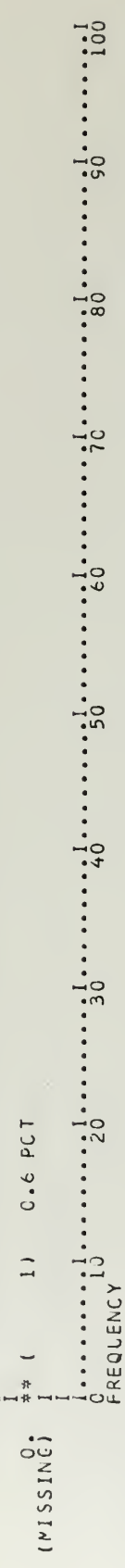
1. \*\*\*\*\* ( 5) 3.1 PCT  
STRUNG NEG

2. \*\*\*\*\* ( 42) 25.9 PCT  
SLIGHT NEG

3. \*\*\*\*\*  
NO EFFECT

4. \*\*\*\*\* ( 24) 14.8 PCT  
SLIGHT POS

0.  
(MISSING) \*\*\*\*\* ( 90) 55.6 PCT



STATISTICS..

MEAN	2.826	STD ERROR	0.056	MEDIAN	2.872
MODE	3.000	STD DEV	0.712	VARIANCE	0.507
KURTOSIS	-0.045	SKEWNESS	-0.257	RANGE	3.000
MINIMUM	1.000	MAXIMUM	4.000		
VALID OBSERVATIONS =	161				
MISSING OBSERVATIONS =	1				









VARIABLE VAR056 FINANCIAL SECURITY

3700

1. I\*\* ( I ) 0.6 PCT;  
I ( STRONG NEG

2. \*\*\*\*\* ( 7 ) 4.3 PCT  
I SLIGHT NEG

3. I \*\*\*\*\* ( 18) 11.1 PCT  
I NC EFFECT

4. I SLIGHT FCS

5. I STRONG PCS ( 41) 25.3 PCT

[illegible][illegible]

## STATISTICS..

MEAN 4.037

4.000

KURTOSIS 1.041

MINIMUM 1.000

VALID	CONSERVATIONS	162
MISSING	CONSERVATIONS	0

MEDIAN	4.079
VARIANCE	0.595
RANGE	4.000



VARIABLE    VARC57    EXEC CR CO OPPORTUN AS LCDR

CCODE

```
1. ***** ( 7) 4.5 PCT
   *****
   STCRNG NEG
   *****
2. ***** ( 44) 27.2 PCT
   *****
   SLIGHT NEG
   *****
3. ***** ( 43) 26.5 PCT
   *****
   NO EFFECT
   *****
4. ***** ( 47) 29.0 PCT
   *****
   SLIGHT PCS
   *****
5. ***** ( 17) 10.5 PCT
   *****
   STCRNG PCS
   *****
0. ***** ( 4) 2.5 PCT
(MISSING) *****
1. *****
2. *****
3. *****
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48. *****
49. *****
50. *****
```

STATISTICS..

MEAN	3.146	STD ERROR	0.096	MEDIAN	3.151
MCDE	4.000	STD DEV	1.082	VARIANCE	1.170
KURTCSIS	-0.891	SKEWNESS	0.012	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS -	158				
MISSING OBSERVATIONS -	4				



VARIABLE    VARG58    ADVANCE NOTICE DEPLOY CR ORDERS

CCCE

1.    1    (    1)    0.0 PCT  
2.    1    \*\*\*\*\* (    5)    0.1 PCT  
3.    1    \*\*\*\*\* (    02)    15.8 PCT  
4.    1    \*\*\*\*\*  
5.    1    \*\*\*\*\* (    20)    10.0 PCT  
6.    1    \*\*\*\*\*  
7.    1    \*\*\*\*\*  
8.    1    \*\*\*\*\*  
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27.   1    \*\*\*\*\*  
28.   1    \*\*\*\*\*  
29.   1    \*\*\*\*\*  
30.   1    \*\*\*\*\*  
31.   1    \*\*\*\*\*  
32.   1    \*\*\*\*\*  
33.   1    \*\*\*\*\*  
34.   1    \*\*\*\*\*  
35.   1    \*\*\*\*\*  
36.   1    \*\*\*\*\*  
37.   1    \*\*\*\*\*  
38.   1    \*\*\*\*\*  
39.   1    \*\*\*\*\*  
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41.   1    \*\*\*\*\*  
42.   1    \*\*\*\*\*  
43.   1    \*\*\*\*\*  
44.   1    \*\*\*\*\*  
45.   1    \*\*\*\*\*  
46.   1    \*\*\*\*\*  
47.   1    \*\*\*\*\*  
48.   1    \*\*\*\*\*  
49.   1    \*\*\*\*\*  
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51.   1    \*\*\*\*\*  
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97.   1    \*\*\*\*\*  
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99.   1    \*\*\*\*\*  
100.   1    \*\*\*\*\*

FREQUENCY    10    20    30    40    50    60    70    80    90    100

STATISTICS..

MEAN    2.882    STD ERROR    0.057    MEDIAN    3.538  
MCCE    4.000    STD DEV    0.728    VARIANCE    0.530  
KURTOSIS    1.298    SKEWNESS    -0.695    RANGE    4.000  
MINIMUM    1.000    MAXIMUM    5.000  
VALID OBSERVATIONS -    161  
MISSING OBSERVATIONS -    1













VARIABLE VAR061 BEER,WINE CN SHIPS

CCOE

```
1 ***** ( ; 19) 11.7 PCT
1 STRONG NEG
1
2 ***** ( 29) 17.5 PCT
1 SLIGHT NEG
1
3 ***** ( 63) 38.9 PCT
1 NO EFFECT
1
4 ***** ( 41) 25.3 PCT
1 SLIGHT POS
1
5 ***** ( 10) 6.2 PCT
1 STRONG PCS
1
0 (MISSING) ( 0) 0.0 PCT
1
FREQUENCY 10 20 30 40 50 60 70 80 90 100
```

STATISTICS..

MEAN	2.963	STD ERROR	0.084	MEDIAN	3.024
MCCE	3.000	STD DEV	1.074	VARIANCE	1.154
KURTOSIS	-0.528	SKEWNESS	-0.198	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS =	162				
MISSING OBSERVATIONS =	0				









VARIABLE VAR063 ACCEL FROM CEILING LESS 5 PERCENT

CCCE

```
1. ***** ( 15) 9.3 PCT
   STRONG NEG
2. ***** ( 53) 32.7 PCT
   SLIGHT NEG
3. ***** ( 71) 43.8 PCT
   NC EFFECT
4. ***** ( 17) 10.5 PCT
   SLIGHT POS
5. ***** ( 2) 1.2 PCT
   STRONG POS
0. ***** ( 4) 2.5 PCT
(MISSING)
```

FREQUENCY 10 20 30 40 50 60 70 80 90 100

STATISTICS..

MEAN	2.608	STD ERROR	0.068	MEDIAN	2.655
MCCE	3.000	STD DEV	0.851	VARIANCE	0.724
KURTOSIS	-0.083	SKEWNESS	0.035	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		
VALID OBSERVATIONS =	158				
MISSING OBSERVATIONS =	4				



VARIABLE	VAR064	CC RATED BY SUBORDINATES	CODE
1.	STRONG NEG	( 53) 20.4 PCT	1
2.	SLIGHT NEG	( 29) 17.5 PCT	2
3.	NO EFFECT	( 61) 37.7 PCT	3
4.	SLIGHT POS	( 32) 19.8 PCT	4
5.	STRONG POS	( 2) 3.7 PCT	5
(MISSING)		( 1) 0.6 PCT	0
C			
FREQUENCY			

STATISTICS..			
MEAN	2.683	STD ERROR	0.088
MODE	3.000	STD DEV	1.120
KURTOSIS	-0.841	SKEWNESS	-0.076
MINIMUM	1.000	MAXIMUM	5.000
VALID OBSERVATIONS =	161		
MISSING OBSERVATIONS =	1		



VARIABLE	VAR065	SURFACE WARFARE DESIGNATOR
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377

1. I \*\*\*\*\* ( 5)  
I STRONG NEG 3.1 PCT.

STRONG NEG

2. I \*\*\*\*\* ( SLIGHT NEG 8) 4.9 PCT

★★★ SLIGHT NEG

3. (50) 30.9 PCT

NC EFFECT

4. ( 70) 43.2 pCT

SLIGHT PCS

5. (27) 16.7 PCT

STRONG PCS

C. \*\*\* (2) 1.2 PCT

551-1-

100  
90  
80  
70  
60  
50  
40  
30  
20  
10  
FREQUENCY

## STATISTICS..

MEAN 3.662

STC ERROR

0.073

MEDIAN

3.743

4.000  
NCCF

STD DEV

C. 924

VARIANCE

0.854

KLRTCSIS 0.552

## SKENNESS

C.627

RANGE

4.000

MINIMUM 1.00C

MAXIMUM

5.000

VALID CB>ERVATICS - 160

VALUING  
CONSERVATION  
- - -  
TOD 2



VARIABLE	VAR066	THREE YEAR ROTATION
CODE		
2.	1	SLIGHT NEG ( 30) 18.5 PCT
3.	1	NC EFFECT ( 48) 29.6 PCT
4.	1	SLIGHT PCS ( 70) 43.2 PCT
5.	1	STRENG PCS ( 11) 6.6 PCT
(MISSING)	0	1.9 PCT
FREQUENCY		
STATISTICS..		
MEAN	3.390	STD ERROR
MODE	4.000	STD DEV
KURTOSIS	-0.822	SKEWNESS
MINIMUM	2.000	MAXIMUM
VALID OBSERVATIONS =	159	
MISSING OBSERVATIONS =	3	

















VARIABLE	VARC7C	HCARL	APPRCVAL	CF	OCD'S
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373

1. I \*\*\*\*\* ( 20) 12.3 PCT  
I STRONG NEG

I STRONG NEG

2. 24.7 PCT (40)

# 1 LIGHT GEN

3. (57) 35.2 PCT

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4. (42) 25.9 PCT

2001-2002

1. 1.2 PCT

\*\*\*  
1 (STATS) SUB

0.1 (1) 0.6 PCT

1015

100  
90  
80  
70  
60  
50  
40  
30  
20  
10  
FREQUENCY

FREQUENCY

## STATISTICS..

MEAN 2.789

STD ERROR

0.080

## MEDIAN

2.860

3.000

STD DEV

1.009

## VARIANCE

1.018

KLF1TCSIS  
-0.822

## SKENNESS

-C.228

RANGE

4.000

MAXIMUM 1.000

MAXIMUM

5,000

VALID CERVICATIONS - 161

VALID	CONSERVATION	161
MISSING	CONSERVATION	161













VARIABLE VARC73 NEW RETIREMENT PROPOSALS

www

[illegible]



## APPENDIX D

### COMMENTS ON QUESTION 53: THE NEW RETIREMENT PROPOSAL'S EFFECT ON RETENTION

Whatever changes are made should not apply to persons now on active duty.

New plan grossly unfair!

As long as only moderate, a very subjective word, changes are made in benefits it will have no personal affect on my career plans. Suggest as an alternative, a funded retirement plan similar to type industries use, thereby requiring less annual government input and providing more benefits.

Pay retirement benefits to "retired" people with minimum of 20 years--the short timer already gets enough.

Oppose retroactive clause of new Social Security law. Fear retirement will not be adequate for necessary living expenditures; forcing a retiree to seek a new career after serving 20 plus years in military service.

New retirement proposal will lower retention significantly.

Many people die before they get a chance to reap any of the benefits of this program.

- (1) Proposal would result in serious upheaval from within.
- (2) The only purpose is to save government money at the expense of those who supported the country during rougher times.
- (3) There would be no room for advancement for the tremendous 0-6 community that would form. To make it work, the flag ranks would have to open wide. If not, a large pool of deadwood in the 0-6 group could develop, killing time to get to the 25-30 year mark.
- (4) The largest single inducement to a military career is retirement benefits with pay at 20 years. Take that away and recruiting will become a joke.

Grossly unfair to change system for those whose decision to stay in was made at least in part because of the present system.

Would consider resigning if retirement plan approved.





New plan forces a lot of commanders and captains to stay in the Navy (30 years) who would otherwise get out and create openings for promotions.

Recognize the need for a revised retirement. In favor of the payment to those getting out with 10-20 years service. Oppose the obvious "payoff" to the senior officers in order to gain their support; the automatic deduction from retirement pay equivalent to a percentage of social security benefits at age 65 whether or not social security is chosen to be collected at that time. DOD presentation was misleading stating that no one will get less than he would under the old program which is untrue.

If proposal becomes law, would leave the service for the first decent civilian job offered. Without retirement benefit there is no incentive for anyone with an education to remain. Navy will become infested with losers.

One of the career promotion "gimmicks" is to inform an officer that if he were receiving the amount of pay equivalent to what his retirement is worth, he would be receiving almost twice what he presently gets. But, what they fail to say is that this money doesn't exist, except in future taxes. Suggest a retirement plan similar to a large corporation's policy with one exception: rather than transferring retirement benefits (if one should change jobs) military should be entitled to amount of benefits in trust on leaving active duty regardless of number of years in service.

New retirement plan appears good from the aspect of encouraging some of the "rotten apples" to get out earlier than 20.

Integration of social security benefits and retirement pay portend a contributory retirement system. Against retro-active implementation of the new retirement proposal because it contradicts our legal traditions and constitutional provisions barring ex post facto laws.

New plan will result in fewer personnel remaining for 20 (10 will be maximim).

Object to new plan affecting those already in service. A more fair deal would be to apply new plans to those entering service after or when its enactment occurs. This proposal would result in a boost in morale of active duty officers.

If retirement pay is raised for 25-30 year periods, then all officers should be allowed to remain in service for that length of time if their performance is good regardless



of rank. The present proposal discriminates against commander and below since only captains and admirals can remain for 30.

Will result in loss of officers due to "void promises" and Congress's own inconsistency.

Appears illegal (ex post facto).

Keep present retirement plan.

Retirement reductions at the expense of the retiree are unfair.

Plan will definitely not be an incentive to an all-volunteer force, particularly to career-oriented persons.

You can't sell all the tickets to the theater, and after everyone is seated, change the movie!



## APPENDIX E

RESPONSES OF OFFICERS TO THE QUESTION: "IF THERE WERE ONE CHANGE THAT YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?"

### NAVY STANDARDS

Professionalize--allow for career within a specialty (Operations, WEPS, NAV., etc); do not force generalization; do not force requirements and patterns. (6 Responses)

Get rid of non-performing officers and enlisted from admirals down. (3 Responses)

A higher degree of professional expertise in officers and rate expertise in enlisted. (2 Responses)

Recruit only quality officers and enlisted. (2 Responses)

Abolish the "career trail" and ticket-punching. (2 Responses)

Get recruiters to sign up only good men and throw out the quota system.

In a zero draft environment, the Navy should have to accept only those with a high degree of motivation for a Naval career.

Have a squadron review board to recommend whether an officer or enlisted man is fit to be retained and replace enlisted performance records.

Remove tenure for all below admiral.

Improve leadership standards; emphasize leadership by example.

Improve petty officer's authority.

Remove permissiveness.

Increase the degree of responsibility to the highest degree possible for enlisted and officers alike.

Promote teamwork not competitiveness between ships. Present evaluation system breaks down group efforts.

Have all inspections unannounced.





More selectivity as to who goes Surface; we don't want leftover Air/Subs.

Eliminate "ticket-punchers" in CO/XO/department head ranks.

Have a realistic workload per surface unit. Remove "can do masochism" of a naval service of undermanned ships of poor material condition.

#### SHIPS AND EQUIPMENT

Build more and better ships that the Surface Navy needs.  
(15 Responses)

Improve present reliability, maintainability of ships and equipment. (7 Responses)

Make every system modern on new ships, not just weapons systems, for example.

Set up better maintenance programs.

Make INSURV inspections mean something and provide money to make necessary repairs.

Build more destroyers.

Better material support for the ships, not just in dollars, but mostly in staffs that really understand the problems.

Stop the wholesale purge of equipment before we cut out our Navy.

#### TOURS AND DEPLOYMENT

Remain in an area for as long as one desires. (3 Responses)

Reduce personnel turnover on ships. (3 Responses)

More sea tours in a career. (3 Responses)

Establish strict period between overhauls and have few personnel changes in between. (2 Responses)

Better choice of duty station. (2 Responses)

More stability in deployment schedules.

Remain in same home port for five or six years.

A more thorough knowledge of billets available with greater ability to select future billets.





Opportunity to fill more sea billets in first 3-5 years; for example, switch departments on same ship after 18 months.

Minimum sea tour for anyone should be two years with no ship change.

Move to a more responsible job as soon as present one is learned.

Allow at least one J.O. tour (2 years) outside his ship type or even outside the surface community.

Establish definite tour lengths at sea and ashore.

Establish Blue and Gold crews.

Better opportunity for IGEPs to use their education on shore facilities as ensigns and lieutenants junior grade.

The opportunity to choose tours at sea for someone who likes going to sea, but doesn't necessarily want to command.

#### COMMAND AT SEA

Increase the opportunity for command at sea and XO at all levels. (5 Responses)

Better qualified C.O.'s. Looking good on paper and knowing the "right people" is not enough. Leadership most important. (4 Responses)

Better qualified C.O.'s. Identify people early who enjoy sea duty - not just ticket-punchers - limit CO/XO to that group.

Commanding officer tours are too short. No long-term solutions reached in one year.

C.O.'s pressured by too many administrative problems.

Increase opportunity for lieutenant command.

Set up board to evaluate C.O. after one year to determine suitability.

Increase authority of C.O.'s to "hire/fire enlisted and officers.

Use only "operators" as C.O.'s, not bureaucratic desk jockeys.



Enhance command opportunity through blue/gold concept as an SSBN.

#### PROMOTION AND FITNESS REPORTS

The uncertainty and everchanging standards of selection boards. (2 Responses)

Promotion based on performance in lieu of present heavy weight on length of service. (2 Responses)

Remove all ceilings on accelerated promotions. (2 Responses)

Make the fitness report more objective; standardize comprehensive form with less emphasis on CO ability to write. (2 Responses)

Have only early promotion of one year coupled with commander /captain "up or out" legislation to stabilize promotion opportunity.

Good projection of promotion opportunity and command opportunity.

Consistency in the rank structure.

Increasing promotion opportunity by forcing out deadwood lieutenant commanders and above.

Have "up or out" legislation and, if passed over once, -out!

Include in fitness report a section on the officers' effect on retention.

More flexibility in career patterns to lieutenant commander level. Performance should outweigh "box checking".

More emphasis on overall performance of an officer and less on relative rating with his peers which includes a personality judgment factor.

Square away fitness report system. It provides no basis for relative comparison of abilities or capabilities of officers of comparable rank.

#### COMPENSATION

More total pay and allowances appropriate to tasks and personal inconvenience involved. (5 Responses)

BAQ for bachelors afloat. (3 Responses)



Sea pay. (2 Responses)

Increase BAQ. (2 Responses)

A more equitable pay system compared with aviation and submarines.

### TRAINING

More training for junior officers prior to reporting on board. (3 Responses)

More training in warfare specialty, in: Ops, Eng., Weps, etc.

Make training more realistic, not just simulations. Have surprise exercises.

Have prior training comparable to sub/flight training for all destroyer personnel.

Better utilization of trained personnel to get a fair shake on hardware instead of paying "through the nose" for a design that doesn't work.

Set up more training ashore and fewer local ops which interfere with ship maintenance.

More emphasis on professional training for officers and enlisted.

More realistic and timely training schedules at sea.

Train all personnel before reporting aboard ships and man the ships to full allowance.

### IMAGE

Increase quality of surface community to compare favorably with sub/air with stricter qualifications for surface designator coupled with increased concern for surface material condition.

Become the number one Navy again!

Take the Surface Navy out of the stepchild category.

Quit trying to compare the Surface Navy with civilians, aviators and submariners.

Make a strong effort to acquaint the general public with the Navy. I feel that the weakest link in the Navy today





is the failure to retain enlisted men and women who get out due to social or peer group pressure.

Receiving as great amount of respect as and equal promotion competition with submariners and aviators.

Recognition by insignia and pay that the Surface Navy is in fact an important part of the Navy and of United States policy.

Having to earn through diligent effort a surface warfare designator with accompanying insignia and specialization in weapons, engineering or operations.

The officer corps has become divided from the society it "protects".

Treat the Surface Navy Personnel as well as supply, aviation, etc. Every group looks out for their own except the Surface Navy.

#### ADMINISTRATIVE

Decrease paper work; let action and performance speak.  
(4 Responses)

Do away with bureaucratic methods.

Further decrease collateral duties.

Restructure staffs to do paper work that they require of shipboard personnel.

Shift administrative functions ashore especially for small ships.

Improve flow of communication and understanding between major staffs and ships.

Establish realistic working hours removing unnecessary meeting and bull sessions.

#### HOME AND FAMILY

Minimize family separation. (4 Responses)

Improve dependent medical care, commissaries and navy housing or do away with them.

Change maximum separation to four-month deployment for 12-month period.





Increase overseas homeporting accompanied by dependents.

More family orientation by the Surface Navy.

#### SUPERIORS AND BUPERS

Would like to get candid answers from detailers. (2 Responses)

More consistency among senior officers directives; more accurate and to-the-point goal definition.

To get straight honest answers from superiors, especially captain and above.

Increased personal consideration in issuance of BUPERS orders.

#### MISCELLANEOUS

Reverse the decision to move the fleet out of Newport.

Better living conditions for bachelors on board ship.



## APPENDIX F

### RESPONSES OF OFFICERS TO THE QUESTION, "WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?"

#### RESPONSIBILITY AND CHALLENGE

Early assumption of responsibility and leadership.  
(10 Responses)

Professional challenge and responsibility of a difficult  
job. (9 Responses)

Opportunity for increasing responsibility. (5 Responses)

Challenge of various positions available aboard ship.  
(5 Responses)

Managerial responsibility for modern weapons and data  
systems. (3 Responses)

Responsibility and feeling of accomplishment. (2 Responses)

Being a "jack-of-all-trades" as a surface officer.

The satisfaction of knowing you are an expert at your  
highly complex job.

Afloat tours in responsible positions on good ships.

Challenge of being an effective leader in a more humanistic  
Navy.

Simply doing a job I like.

#### GOING TO SEA AND OPERATIONS

Going to sea as part of the Surface Navy. (11 Responses)

Meaningful at sea operations. (2 Responses)

No monotony at sea due to varied surface operations.  
(2 Responses)

Going to sea is a demanding environment that requires real  
professionalism.

The ocean at 20 knots at 0200.

Hard work followed by hard play.



Fresh air and salt spray on the fo'c's'le.

The sea and ships.

The thrill of being on the open sea.

The opportunity to be at sea and visit many ports.

Mobility and versatility.

Sea duty and associated responsibilities.

Deployment with emphasis on multi-navy interaction.

Life on destroyers in formation.

Simplicity of life at sea.

Going to sea and breathing clean air.

As much as I dislike being away from my family, there's something about ships and the sea.

The introduction to the old "Victory at Sea" television show with music and waves crashing.

#### COMMAND AT SEA

Looking forward to some day having command at sea.  
(20 Responses)

Command opportunity for young officers, lieutenant and above. (2 Responses)

Command in the Surface Navy, not above or below it.

Command at sea awarded on performance at sea in a variety of billets.

Command and interactive leadership opportunities.

Knowing that to receive command at sea is a considerable accomplishment.

Responsibility, challenges, and opportunity for command at sea of a ship.

#### SHIPS AND PEOPLE

Maneuvering ships at sea. (8 Responses)

Working with people on ships. (3 Responses)



Opportunity to manage a group of men into an effective fighting unit.

Working with other professionals on a demanding job.

Destroyers at sea.

The esprit de corps of a well run ship from the CO down.

The few good skippers I worked for and the many good men who worked for me.

Modern well-built ships (the few there are).

Variety, capabilities, and assignments of destroyers at sea.

#### TRAVEL

The opportunity to travel and visit new places.  
(15 Responses)

Travel and adventure.

The "romance" of sailing a United States Man-of-War into a foreign port and showing the flag.

Seeing the world as a member of a small congenial group on a destroyer.

#### ASSIGNMENTS

The opportunity for a wide range of duty stations and assignments during your career. (4 Responses)

The change of jobs after about a two-year period.  
(2 Responses)

Variety of experience in a changing environment.

Knowing that after spending a certain amount of time aboard ship, you can get shore duty.

#### MISCELLANEOUS

The opportunity for career development and continuous professional growth. (2 Responses)

Subspecialty aspect of OTMS.

Educational opportunities.

The challenge to bring the Surface Navy back to the position it once held.





No single attraction, it's just the Navy that appeals to me.

Job security.

Job enjoyment and retirement benefits.

You don't have to fly or serve in submarines.

More personal freedom in Surface Navy than other groups.



# APPENDIX G

## FACTOR ANALYSIS

CORRELATION COEFFICIENTS..

	VAR021	VAR022	VAR023	VAR024	VAR025	VAR026	VAR027	VAR028	VAR029	VAR030
VAR021	1.00000									
VAR022	-0.01731	1.00000								
VAR023	0.04611	0.00000	1.00000							
VAR024	0.02743	0.04611	0.00000	1.00000						
VAR025	0.02743	0.04611	0.00000	0.00000	1.00000					
VAR026	0.02743	0.04611	0.00000	0.00000	0.00000	1.00000				
VAR027	0.02743	0.04611	0.00000	0.00000	0.00000	0.00000	1.00000			
VAR028	0.02743	0.04611	0.00000	0.00000	0.00000	0.00000	0.00000	1.00000		
VAR029	0.02743	0.04611	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.00000	
VAR030	0.02743	0.04611	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	1.00000















VAR041	0.11747	VAR051	0.11747	VAR056	0.02224	VAR057	0.04433	VAR058	0.06713	VAR059	0.16899	VAR060	0.12953
VAR042	-0.12105		-0.12105		0.01992		-0.05000		0.13735		0.06218		-0.04223
VAR043	0.15315		0.15315		0.01177		0.04980		0.05715		0.17157		-0.04992
VAR044	-0.18194		-0.18194		0.03480		-0.14980		0.01040		-0.17444		-0.03456
VAR045	0.03194		0.03194		0.02480		0.15528		0.22510		0.02225		0.03416
VAR046	-0.02114		-0.02114		0.03394		-0.09988		0.10088		-0.01509		0.05173
VAR047	0.03351		0.03351		0.04336		0.04165		0.10088		0.05069		-0.05270
VAR048	-0.02126		-0.02126		0.01353		0.03030		0.15598		0.05113		-0.01280
VAR049	0.01563		0.01563		0.04045		0.06990		0.03238		0.05191		0.07374
VAR050	-0.01392		-0.01392		0.04045		0.16997		0.04448		0.08448		-0.07374
VAR051	0.04125		0.04125		0.04045		0.04045		0.05555		0.05555		0.02228
VAR052	-0.04125		-0.04125		0.04045		0.04045		0.05555		0.05555		-0.02228
VAR053	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.01610
VAR054	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.01610
VAR055	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR056	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR057	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR058	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR059	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR060	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR061	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR062	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR063	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR064	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR065	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR066	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR067	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR068	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR069	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR070	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR071	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555
VAR072	-0.04045		-0.04045		0.04045		0.04045		0.05555		0.05555		-0.05555
VAR073	0.04045		0.04045		0.04045		0.04045		0.05555		0.05555		0.05555









	VAR071	VAR072	VAR073
VAR021	0.C2278	0.00749	0.04358
VAR022	0.00445	0.18152	-0.10139
VAR023	-0.01005	-0.11590	0.22385
VAR024	-0.17750	-0.02330	0.11161
VAR025	-0.C6820	-0.11235	-0.02610
VAR026	C.C9059	0.05370	0.08234
VAR027	0.C0194	0.C4540	-0.04001
VAR028	-0.08483	-0.07737	-0.08844
VAR029	-0.C1894	0.05312	0.04713
VAR030	C.04631	0.17629	0.08050
VAR031	0.04858	0.15562	-0.03750
VAR032	-0.C2606	C.07267	-0.12336
VAR033	0.15163	-0.16061	0.02825
VAR034	-0.C2625	0.27783	0.02118
VAR035	0.C3994	-0.06843	0.05119
VAR036	-0.08207	-0.13884	0.15206
VAR037	0.C5918	0.17750	-0.00741
VAR038	-0.C4981	0.08560	-0.01535
VAR039	-0.05602	-0.13996	0.09013
VAR040	C.C1694	-0.11500	-0.13777
VAR041	0.C1320	0.00437	0.12500
VAR042	-0.00847	-0.07683	0.07794
VAR043	C.10392	C.01686	-0.10107
VAR044	0.C3575	0.02440	0.11066
VAR045	-C.C9395	0.21527	0.00981
VAR046	-C.C9398	C.39756	0.11569
VAR047	0.08971	-0.01700	-0.12301
VAR048	0.15263	0.01873	0.03360
VAR049	0.04601	0.07618	0.08495
VAR050	0.C6889	0.01926	0.00759
VAR051	C.C0896	-0.15502	0.03122
VAR052	-0.14089	-0.11800	0.16714
VAR053	0.C4307	0.01681	0.00942
VAR054	-0.C4101	-0.10742	0.10956
VAR055	0.C2140	-0.15954	0.18085
VAR056	0.C8754	-C.02520	-0.02242
VAR057	0.15862	0.09741	0.01097
VAR058	0.18625	0.14267	-0.08576
VAR059	0.18978	0.03746	0.00846
VAR060	0.02685	0.07414	0.12232
VAR061	0.C2833	C.18092	0.00145
VAR062	0.C4151	0.09530	-0.01376
VAR063	-0.08762	-0.34480	-0.00194
VAR064	-0.C4628	0.11399	0.01693
VAR065	0.06391	0.15057	0.08395
VAR066	0.19550	0.02431	-0.04628
VAR067	0.22664	-0.08791	0.20960
VAR068	0.07067	0.04290	-0.03147
VAR069	0.C8020	0.21883	0.03088
VAR070	-0.C2121	0.03567	0.11128
VAR071	1.00000	0.09270	0.09903
VAR072	0.C9270	1.00000	0.03648
VAR073	0.C9903	0.03648	1.00000



VARIABLE	EST COMMUNALITY	FACTOR	EIGENVALUE	PCT GF VAR	CUM PCT
VAR021	0.44680	1	3.86764	7.3	7.3
VAR022	0.45454	2	3.47377	6.6	13.9
VAR023	0.44052	3	3.25125	5.3	19.2
VAR024	0.41135	4	2.51251	4.3	23.5
VAR025	0.45768	5	2.28032	4.3	27.8
VAR026	0.51791	6	2.10544	4.0	31.8
VAR027	0.41840	7	1.90716	3.6	35.4
VAR028	0.62558	8	1.80373	3.3	38.7
VAR029	0.43741	9	1.73339	3.3	42.0
VAR030	0.45033	10	1.59153	3.0	45.0
VAR031	0.54403	11	1.57384	3.0	48.0
VAR032	0.52770	12	1.55913	3.0	51.0
VAR033	0.40195	13	1.45515	3.0	54.0
VAR034	0.31013	14	1.41455	2.7	56.7
VAR035	0.46093	15	1.25707	2.4	59.1
VAR036	0.52733	16	1.22066	2.3	61.4
VAR037	0.45046	17	1.09040	2.3	63.7
VAR038	0.40610	18	1.05985	2.0	65.7
VAR039	0.52454	19	1.04320	2.0	67.7
VAR040	0.61534	20	1.01000	1.9	69.6
VAR041	0.40734	21	0.94497	1.8	71.4
VAR042	0.47101	22	0.91292	1.7	73.1
VAR043	0.41064	23	0.86909	1.6	74.7
VAR044	0.44200	24	0.85171	1.5	76.2
VAR045	0.44330	25	0.81831	1.5	77.7
VAR046	0.50870	26	0.78774	1.4	79.1
VAR047	0.39673	27	0.73404	1.4	80.5
VAR048	0.51625	28	0.72131	1.3	81.8
VAR049	0.30714	29	0.69333	1.3	83.1
VAR050	0.36502	30	0.65875	1.2	84.3
VAR051	0.44437	31	0.62534	1.1	85.4
VAR052	0.46657	32	0.60550	1.1	86.5
VAR053	0.36540	33	0.57889	1.1	87.6
VAR054	0.36003	34	0.55191	1.0	88.6
VAR055	0.55666	35	0.49854	0.9	89.5
VAR056	0.45291	36	0.49018	0.8	90.3
VAR057	0.42452	37	0.44681	0.8	91.1
VAR058	0.39155	38	0.44086	0.8	91.9
VAR059	0.46033	39	0.42509	0.8	92.7
VAR060	0.43500	40	0.40316	0.8	93.5
VAR061	0.39239	41	0.37027	0.7	94.2
VAR062	0.34370	42	0.36767	0.7	94.9
VAR063	0.49354	43	0.35814	0.6	95.5
VAR064	0.40695	44	0.31568	0.6	96.1
VAR065	0.47740	45	0.28021	0.5	96.6
VAR066	0.35064	46	0.26028	0.5	97.1
VAR067	0.45634	47	0.26033	0.5	97.6
VAR068	0.33655	48	0.23641	0.4	98.0
VAR069	0.44075	49	0.22287	0.4	98.4
VAR070	0.42440	50	0.20922	0.4	98.8
VAR071	0.38562	51	0.20650	0.4	99.2
VAR072	0.45234	52	0.19282	0.4	99.6
VAR073	0.37052	53	0.17748	0.3	100.0





VARIABLE	COMMUNALITY	FACTOR	EIGENVALUE	PCT CF VAR	CUM PCT
VAR021	C.35317	1	3.28205	17.4	17.4
VAR022	C.37481	2	2.87667	15.2	32.6
VAR023	O.28180	3	2.23972	11.9	44.4
VAR024	C.27101	4	1.85635	9.8	54.3
VAR025	C.42634	5	1.69054	8.9	63.2
VAR026	O.49380	6	1.49631	7.9	71.1
VAR027	C.36249	7	1.26654	6.7	77.8
VAR028	C.65237	8	1.20105	6.4	84.2
VAR029	C.49776	9	1.11545	5.9	90.1
VAR030	C.40622	10	0.93970	5.0	95.1
VAR031	O.58829	11	0.93323	4.9	100.0
VAR032	C.55411				
VAR033	O.23281				
VAR034	C.16308				
VAR035	C.32055				
VAR036	C.50015				
VAR037	C.28931				
VAR038	C.41481				
VAR039	C.45074				
VAR040	C.57022				
VAR041	C.41072				
VAR042	C.49011				
VAR043	C.22353				
VAR044	C.36263				
VAR045	C.30785				
VAR046	C.42646				
VAR047	C.26623				
VAR048	O.56339				
VAR049	C.15319				
VAR050	O.19834				
VAR051	O.35572				
VAR052	C.39089				
VAR053	O.09113				
VAR054	O.44201				
VAR055	C.58897				
VAR056	O.42352				
VAR057	C.33367				
VAR058	O.29225				
VAR059	C.30321				
VAR060	C.43662				
VAR061	C.38663				
VAR062	O.33373				
VAR063	O.43502				
VAR064	O.21611				
VAR065	O.30727				
VAR066	C.11215				
VAR067	C.34598				
VAR068	C.24265				
VAR069	C.30951				
VAR070	O.28116				
VAR071	C.20043				
VAR072	C.45134				
VAR073	O.14477				



[illegible]



TRANSFORMATION MATRIX

	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR 5	FACTOR 6	FACTOR 7	FACTOR 8	FACTOR 9	FACTOR 10
FACTOR 1	-0.3317	0.51944	-0.15898	0.57167	0.22023	0.29401	0.15216	0.46208	0.18160	0.08052
FACTOR 2	-0.35891	-0.09373	-0.01854	0.25057	-0.28923	-0.32728	-0.38516	-0.33350	-0.11207	-0.06421
FACTOR 3	0.01999	-0.03522	0.00986	0.42895	-0.20153	-0.36354	-0.35492	-0.31695	-0.12097	-0.00472
FACTOR 4	0.14876	0.01957	0.07765	0.34334	-0.29276	-0.13580	0.07211	0.01872	-0.05537	-0.00580
FACTOR 5	-0.35044	-0.01957	-0.01116	-0.48725	0.14036	0.42262	-0.04785	0.16422	0.02880	0.18211
FACTOR 6	-0.13222	-0.08816	-0.20066	-0.02752	-0.30652	0.02130	0.40703	0.23320	-0.05959	0.04507
FACTOR 7	-0.38055	-0.10303	-0.04876	-0.35650	0.14159	-0.38511	-0.23563	0.01101	0.09127	-0.03933
FACTOR 8	-0.05160	-0.00957	0.00878	0.35883	-0.38559	-0.50547	0.52973	0.44766	-0.01127	-0.00472
FACTOR 9	-0.01924	-0.33635	0.01189	-0.05843	0.03407	0.00942	-0.34477	-0.07467	-0.01025	-0.03232
FACTOR 10	0.01339	0.10254	0.37329	-0.01943	0.33337	-0.15145	-0.06820	-0.03923	-0.02193	-0.03323

	FACTOR 11
FACTOR 1	-0.17174
FACTOR 2	-0.15276
FACTOR 3	0.21388
FACTOR 4	0.01995
FACTOR 5	0.02726
FACTOR 6	0.01173
FACTOR 7	-0.33827
FACTOR 8	-0.12845
FACTOR 9	-0.02020
FACTOR 10	-0.33582
FACTOR 11	-0.33763





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13. ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.





KEY WORDS	LINK A		LINK B		LINK C	
	ROLE	WT	ROLE	WT	ROLE	WT
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Surface Junior Officers						
Officer Retention						
Retention Factors						
Surface Navy Retention						



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